MCWP 2-15.3
(FINAL, Pre-editing Draft -- 28 Mar 00)

GROUND RECONNAISSANCE

U.S. Marine Corps

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DEPARTMENT OF THE NAVY
Headquarters United States Marine Corps
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FOREWORD

1. PURPOSE

Reconnaissance is an essential, continuous function conducted by the commander to collect information about the battlespace and the enemy. Of all the possible means of gaining such information, ground reconnaissance offers the advantage of placing human eyes and other sensors (audio, imagery, seismic, etc.) on the target. Ground reconnaissance personnel, able to exercise on-the-spot judgment and expertise, can respond flexibly to unexpected developments and observations. Marine ground reconnaissance organizations therefore play a key role in helping Marine commanders apply maneuver warfare concepts and maintain the accurate, up-to-date, shared situational awareness desired for operational maneuver from the sea (OMFTS).

The purpose of MCWP 2-15.3, *Ground Reconnaissance*, is to establish doctrine, tactics, techniques, and procedures (TTP) for Marine Corps ground reconnaissance. It takes into account the Marine Corps warfighting philosophy, maneuver warfare concepts, the range of military operations, including military operations other than war (MOOTW), and existing Marine Corps reconnaissance force structure. MCWP 2-15.3 is intended for officers and enlisted personnel who are involved with the direction, planning, and execution of ground reconnaissance missions. It is also designed to assist commanders and staffs of all units within the MAGTF with integrating ground reconnaissance planning and execution with all of their other planning and operations.

2. SCOPE

MCWP 2-15.3 is relevant to the employment of ground reconnaissance at all echelons of command from the infantry battalion to the Marine expeditionary force (MEF). It is about reconnaissance, not reconnaissance units. It addresses only in very general terms the various other tasks (e.g., raids, direct action missions, control of supporting arms, initial terminal guidance, etc.), which specialized reconnaissance units are often expected to perform. The publication provides comprehensive doctrine and supporting TTP for the planning and tasking of ground reconnaissance in support of intelligence development for all types of MAGTF operations. The focus of the manual is primarily on the command, control, and planning of reconnaissance at the parent-unit level, and secondarily on execution at the level of the reconnaissance units. It does not provide detailed TTP for individual reconnaissance teams in the planning or conduct of insertion/extraction or of reconnaissance patrols.

3. CERTIFICATION

Reviewed and approved this date.

BY DIRECTION OF THE COMMANDANT OF THE MARINE CORPS

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DISTRIBUTION: ??? ?????? ??
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Ground Reconnaissance

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CHAPTER 1

GROUND RECONNAISSANCE DOCTRINAL FUNDAMENTALS

1001. Reconnaissance. Reconnaissance is a necessary precursor to any military operation. The term reconnaissance describes any mission—aerial, ground, or amphibious—undertaken to obtain, by visual or other detection methods, information about the activities and resources of the enemy or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. More simply, reconnaissance obtains information about the characteristics of a particular area and any known or potential enemy within it.

Reconnaissance often includes surveillance, but the two terms are distinct in meaning. Reconnaissance is an effort to find a given subject; surveillance is maintaining a constant watch over it.

- Reconnaissance -- A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. (Joint Publication 1-02)

- Surveillance -- The systematic observation of aerospace, surface or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. (Joint Publication 1-02)

There are four basic types of reconnaissance: *route*, *area*, *zone*, and *force-oriented*. Each type is used to provide specific details required for mission planning and for maintaining situational awareness.

w Route reconnaissance is a directed effort to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route (Marine Corps Reference Publication (MCRP) 5-12C, *Marine Corps Supplement to the DOD Dictionary of Military and Associated Terms*). Route reconnaissance is focused along a specific line of communication, such as a road, railway, or waterway, to provide new or updated information on route conditions and activities along the route. (MCRP 5-12A, *Operational Terms and Graphics*)

w An area reconnaissance is a directed effort to obtain detailed information concerning the terrain or enemy activity within a prescribed area, such as a town, ridge line, woods, or other features critical to operations (MCRP 5-12C). An area reconnaissance can be made of a single point, such as a bridge or installation. (MCRP 5-12A)

w A zone reconnaissance is a directed effort to obtain detailed information concerning all routes, obstacles (to include chemical or radiological contamination), terrain, and enemy forces within a zone defined by boundaries. A zone reconnaissance normally is assigned

when the enemy situation is vague or when information concerning cross-country trafficability is desired. (MCRP 5-12C)

- A force-oriented reconnaissance is focused not on a geographic area but on a specific fighting organization, wherever it may be or go.

Ground reconnaissance can be conducted through a variety of methods, including patrolling, armed reconnaissance, and reconnaissance by fire.

- A patrol is any detachment of ground, sea, or air forces sent out for the purpose of gathering information or carrying out a destructive, harassing, mopping-up, or security mission. (JP 1-02) The basic considerations and techniques of ground reconnaissance patrolling are covered in Marine Corps Warfighting Publication (MCWP) 3-11.3, *Scouting and Patrolling for Infantry Units* (under development).

- An armed reconnaissance is a mission with the primary purpose of locating and attacking targets of opportunity (i.e., enemy materiel, personnel, and facilities in assigned general areas or along assigned ground communications routes) and not for the purpose of attacking specific briefed targets. (Joint Pub 1-02)

- A reconnaissance by fire is a method of reconnaissance in which fire is placed on a suspected enemy position to cause the enemy to disclose a presence by movement or return of fire. (Joint Pub 1-02)

An important factor in characterizing reconnaissance missions is the depth of penetration they require, which has important implications in terms of time, risk, coordination, and support requirements. (See Figure 1-1.) The depth of penetration can be close, distant, or deep.

- Close reconnaissance is ground reconnaissance and surveillance conducted in the area extending forward of the forward edge of the battle area. It is directed toward determining the location, composition, disposition, capabilities, and activities of enemy committed forces and is primarily conducted by elements of combat units (MCRP 5-12C). Close reconnaissance is conducted well within the commander's area of influence (i.e., the geographical area wherein the commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control)—from the forward edge of the battle area (FEBA) to the fire support coordination line (FSCL). It is usually directed toward determining the location, composition, disposition, capabilities, and activities of enemy committed forces, and it is primarily conducted by elements of units manning the FEBA.

- Distant reconnaissance is ground reconnaissance and surveillance conducted in the far portion of the commander, landing force's area of influence. It is directed toward determining the location, composition, disposition and movement of supporting arms, and the reserve elements of the enemy committed forces (MCRP 5-12C). Distant reconnaissance is conducted beyond the FSCL to the limits of the commander's area of influence. It is usually

directed toward determining the location, composition, disposition, and movement of supporting arms and the reserve elements of enemy committed forces. Distant reconnaissance is normally conducted by reconnaissance elements directly controlled by division headquarters.

- Deep reconnaissance is ground reconnaissance and surveillance conducted in the commander, landing force's area of interest. It is directed toward determining the location, composition, disposition, and movement of enemy reinforcement (MCRP 5-12C). Deep reconnaissance is conducted beyond the commander's area of influence to the limits of the commander's area of interest (i.e., the geographic area from which information and intelligence are required to execute successful tactical operations and to plan for future operations). It is usually directed toward determining the location, composition, disposition, and movement of enemy reinforcements. The force reconnaissance units under the direct control of the MAGTF CE are organized and trained to accomplish deep reconnaissance.

The above terminology—close, distant, and deep reconnaissance—reflects an orderly and linear battlefield. However, the range and lethality of modern weapons, major changes in the nature of threat forces and operations, and other advances have created a chaotic and non-linear battlespace characterized by unoccupied areas, gaps, and exposed flanks. This has blurred the distinction between front and rear areas and friendly- and enemy-controlled areas. Close, distant, and deep reconnaissance remain useful terms, but they often offer no more than a point of departure for describing reconnaissance missions. On the modern battlefield, clandestine reconnaissance missions often orient purely on the enemy, regardless of location.

Reconnaissance is a continuous activity used by the commander to collect information and to gain and maintain contact with the enemy. Reconnaissance activities may range from passive surveillance—systematically watching an enemy force or named area of interest (NAI), or listening to an area and the activities in it in order to help develop intelligence needed to confirm or deny estimated threat courses of action (COA) or to identify threat critical vulnerabilities and limitations—to aggressive measures designed to stimulate a revealing enemy response (e.g., reconnaissance by fire). Typical reconnaissance tasksin support of Marine intelligence operations include the following:

- Locating and determining the status of riverine, route, and road lines of communication, including airfields, ports, and landing zones (LZs)

- Locating and describing enemy forces

- Identifying enemy strengths

- Discovering gaps and other weaknesses in enemy dispositions

- Confirming trafficability and other terrain characteristics

- Detecting high-value targets such as command posts, communication centers, logistical facilities, troop concentrations, and firing positions for supporting arms
- Surveilling critical named areas of interest (NAI)
- Confirming or denying the adoption of a particular course of action (COA) by the enemy
- Confirming and expanding information collected by other sources.
- Implanting and recovering remote sensors.

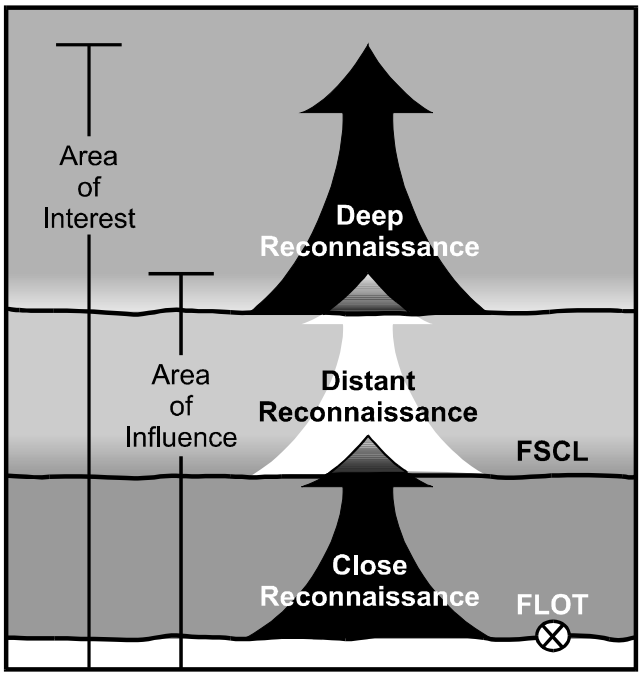

Figure 1-1. Depth of Reconnaissance Penetration

Increasingly, military reconnaissance has come to include nontraditional, noncombat tasks, as in military operations other than war (MOOTW). Information required to support such efforts is often directed toward—and in support of—civil populations or combined military and civil or humanitarian operations. These missions may require reconnaissance forces to locate and conduct technical and functional evaluations of essential facilities and services necessary to support public safety during impending MOOTW operations or to recommend alternate sources to support these requirements.

Reconnaissance may use any collection means, from the lone infantryman on the ground to purely other methods such as signals intelligence (SIGINT) and satellite, reconnaissance aircraft, or unmanned aerial vehicle (UAV) observation. Specialized reconnaissance forces offer the most flexible and economical method of determining and monitoring the enemy's intentions, actions, and vulnerabilities. Various technical assets may be required to accomplish specific tasks such as

engineering; hydrographic data collection; monitoring of remotely implanted sensors; scanning for radio signals; and nuclear, biological, and chemical (NBC) detection. Such technical collection and detection capabilities may be employed by or in conjunction with ground reconnaissance forces, or they may operate independently as required to accomplish their missions in a timely, effective manner.

1002. Reconnaissance and Maneuver Warfare. Maneuver warfare is the Marine Corps' preferred approach to military operations. It provides for the most effective use of force under the conditions and in the areas in which the Marines are likely to find themselves committed. Maneuver warfare requires a primary focus on rapid, flexible, and opportunistic maneuver, with a primary focus on the supported commander's intent. It seeks to generate and exploit an advantage over the enemy as the most effective means of accomplishing our goals. This approach to warfighting is especially sensitive to the need for speed and timeliness in execution. For these reasons, effective reconnaissance is essential to maneuver warfare.

Because of the dynamism of maneuver warfare, commanders and staff charged with conducting reconnaissance should have a wide and deep grasp of all aspects of the battlespace -- the terrain, the weather, the enemy, and less tangible aspects of the environment (culture, sociology, etc.). This requires an understanding of the interrelationships among the strategic, operational, and tactical levels of war and the corresponding relationships among the area of interest and the area of influence; current and future operations; and the close, distant, and deep battlespace. The reconnaissance effort is integrated with the concept of operations and focuses on obtaining the critical information required to enable rapid decisionmaking and to shape the battlespace.

Given the broad role of reconnaissance in support of commanders at all levels, it follows that the employment of reconnaissance assets requires deliberate and extensive planning to ensure successful and timely acquisition of desired information, effective integration of reconnaissance and other MAGTF intelligence operations, and adequate support (particularly insertions and extractions, communications, and combat service support). The commander is responsible for determining the role that ground reconnaissance will play in support of any specific mission and for ensuring that reconnaissance forces receive the support they require. The deliberate nature of reconnaissance, coupled with the requirement for highly trained personnel to effectively execute this function, means that reconnaissance goals are limited by the availability of time and qualified personnel. The commander must therefore carefully assess the need for reconnaissance support in immediate operations in light of requirements to conduct other supporting or future operations. Such considerations will influence the decision, for example, whether to heavily commit specialized reconnaissance assets or to maintain a balanced reconnaissance reserve.

The key philosophical issue in the commander's employment of reconnaissance assets can be summarized in the conflict between "reconnaissance pull" and "reconnaissance push." In operations based on reconnaissance pull, specialized reconnaissance forces are used primarily as operational-level assets. Reconnaissance elements identify the surfaces and gaps in overall enemy dispositions and permit the commander to shape the battlespace. Making rapid decisions based on the flow of information, friendly combat forces are drawn to and through the weak spots in the enemy defense and seek to quickly exploit the advantages gained. Reconnaissance pull requires early commitment of reconnaissance elements, allowance for the time necessary to

fully develop the reconnaissance picture, and a smooth flow of information from reconnaissance elements directly to both higher and supported commanders and staffs at *both* the Marine air-ground task force (MAGTF), ground combat element (GCE) and the other MAGTF elements in immediate need of reconnaissance data. It also requires a high tempo of operations to exploit information in real-time. To sustain such operations, a reserve must be carefully maintained so that fresh reconnaissance elements are always available to support developing situations. Maintenance of a reconnaissance reserve requires adequate consideration of the time required for reconnaissance unit preparation, insertion, mission execution, extraction, and recovery. Reconnaissance pull is easiest to execute early in an operation. It is difficult to support over a lengthy period of high-tempo operations.

Operations based on reconnaissance push use reconnaissance elements more conservatively. They are often utilized as a tactical resource, and generally with a shorter timeline. Reconnaissance forces tend to be used in direct support of tactical operations already planned. In sustained operations ashore, however, there is a natural tendency to use reconnaissance assets in this manner because timelines grow short and it becomes difficult to maintain the reserve necessary to support reconnaissance pull.

Security and support considerations play a major role in deciding how to use reconnaissance elements in any given situation. The commander must balance dangers and opportunities. On the one hand is the danger that insertion of reconnaissance forces may lead to loss of surprise. On the other hand are the opportunities that aggressive reconnaissance may reveal, as well as the danger of inadequate reconnaissance exposing friendly forces to surprise.

1003. Reconnaissance and the Intelligence Cycle. The first task of reconnaissance is its support to MAGTF intelligence operations. Reconnaissance is a vital source of intelligence, but it is only one such source—its effectiveness depends timeliness, reliability, pertinent inputs from other intelligence and reconnaissance sources. Reconnaissance must therefore be well-integrated into the overall MAGTF all-source intelligence concept of operations. Reconnaissance is conducted within the framework of the intelligence cycle, which consists of six steps: planning and direction, collection, processing and exploitation, production, dissemination, and utilization. (See Figure 1-2 on page 1-6.)

These steps define a sequential and interdependent process for developing intelligence. The entire cycle or a specific step within the cycle may be the focus of any particular intelligence activity. Moreover, all intelligence, regardless of the scope of the requirement or the level of command, is developed by following these steps. No one phase of the cycle is more important than the others—all phases are interdependent. All personnel involved in the development and use of intelligence must be aware of their role in the process. They must understand the relationship between the steps in the process to ensure that intelligence efforts focus on the mission and facilitate rapid decisionmaking in the execution of successful combat or other MAGTF operations.

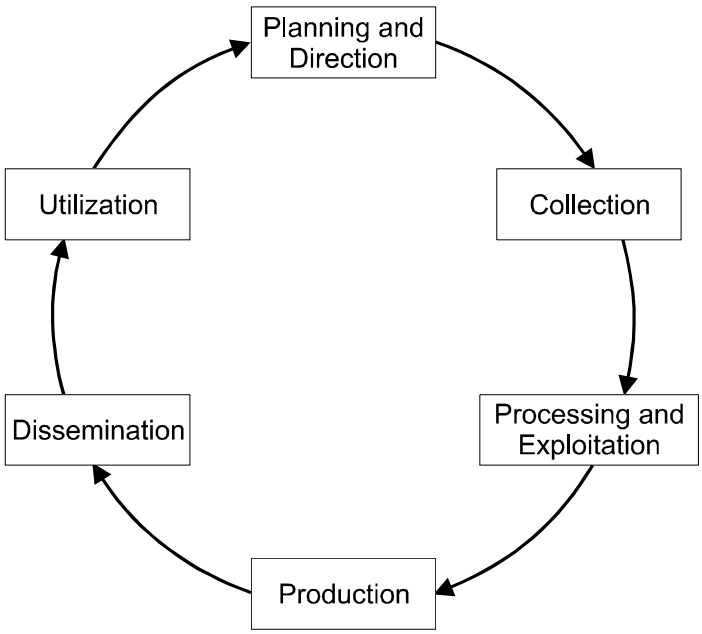

Figure 1-2. The Intelligence Cycle

The intelligence cycle is a procedural framework for the development of mission-focused intelligence. The cycle will be applied differently depending on the mission and the organizational level of the unit. At the MAGTF level, for example, intelligence is normally developed to satisfy multiple intelligence requirements (IRs) concurrently with simultaneous collection, processing, production, dissemination, and utilization efforts being carried out by the separate functional sections. Integrated MAGTF G-2/S-2 section and its supporting intelligence battalion (intel bn) will normally have a separate section that is specifically responsible for each phase of the intelligence cycle—an ovreall planning and direction element, a collections section, processing and exploitation agencies, a production element, and a dissemination section—with the intel bn's intelligence operations center (IOC) serving as the central hub providing planning and direction for the overall MAGTF intelligence, counterintelligence, and reconnaissance effort. A battalion or squadron S-2 section, in contrast, must carry out the intelligence cycle with more limited resources. It will generally focus on a single requirement or on a small number of closely related requirements until these requirement are satisfied. Generally each phase of the intelligence cycle triggers actions by ground reconnaissance units.

1004. Fundamentals of Ground Reconnaissance. The following represent the most basic considerations for employing ground reconnaissance forces.

a. Ground reconnaissance supports the commander's intent and his priority intelligence requirements. Ground reconnaissance supports the commander's intent and his priority intelligence requirements (PIR) -- essentially, the commander's guidance for intelligence operations -- from formulation of that intent, through execution and eventual redeployment. While contributing to the commander's broad situational awareness and development, reconnaissance assets tailor their efforts to support the specific IRs indicated by

the commander's intent and subsequent unit intelligence and operations planning. Simultaneously, reconnaissance forces must remain alert to any developments that may cause the commander to reassess that intent.

b. Ground reconnaissance generally provides highly reliable intelligence information. By the very nature of their close and immediate focus on the enemy, ground reconnaissance generally provides highly reliable and responsive intelligence support to determine what actions the enemy is undertaking at any particular time, to confirm or deny its courses of action (COA), or key information about the terrain and weather. Information provided by ground reconnaissance is collected by wide variety of means: visual, auditory, photographic, or other sensory means. It is therefore "firsthand" in nature. If information is properly reported directly to both higher and supported commanders and staffs, the products of ground reconnaissance may be processed immediately and used to confirm, deny, revise, or satisfy assumptions and IRs. Speed of execution requires the minimization of filtering layers in this collection/processing/reporting process, which limits its reliability to that of the collecting units or systems. Methods of control or reporting that add organizational layers to this process directly and negatively affect the reliability and speed of reporting. Proper planning should provide streamlined, intelligence reporting criteria for ground reconnaissance must remain dynamic and current, all supported by direct reporting communications channels to allow for the broadcast of urgent tactical information and intelligence to all concerned units. (See MCWP 2-13, *MAGTF Intelligence Dissemination*, for additional information on MAGTF intelligence reporting, communications and information systems support, and dissemination.)

c. Reconnaissance assets are best employed early to support situation development and friendly course of action development and selection. When reconnaissance is initiated early in the planning cycle, the weather, enemy and terrain (WET) situation development is significantly enhanced, supporting planning and execution can be driven by the flow of solid, timely information and intelligence. If reconnaissance is delayed, situation development will generally be more uncertain and planning and execution will either take place in an information vacuum or will be driven by the search for such information.

d. Reconnaissance assets are best employed in general support. Because of the nature of maneuver warfare, reconnaissance units will most likely be employed in rapidly developing and fluid situations. The main effort may shift quickly from one subordinate element to another. Such situations often require modifications or complete changes in reconnaissance elements' missions or cause other changes affecting important details (e.g., insertion and extraction plans, schedules, means of transportation, communications support, or reconnaissance technique). The supported unit commander and his staff are usually the most capable of determining the best use of reconnaissance assets at any given time, to provide the necessary support to reconnaissance elements, and to integrate the results of reconnaissance information with other intelligence sources to rapidly develop tailored, misson-focused intelligence that can be rapidly disseminated to all MAGTF units requiring it. Although placing reconnaissance assets in direct support of some subordinate element or even attaching them to specific units is occasionally appropriate, in general, such support relationships make for inefficient use of specialized ground reconnaissance forces. Proper planning; the

institution of flexible, responsive command and control (C2) and intelligence reporting procedures and networks; and clear intelligence reporting and dissemination priorities will ensure that the products of reconnaissance are shared to the maximum benefit of all potential users.

e. Reconnaissance requires adequate time for detailed planning and preparation. Most reconnaissance focuses on the enemy's preparations and intentions to satisfy the commander's need to exploit the enemy's vulnerabilities or to offset his center of gravity. This frequently necessitates operating in and around the enemy's most critical and best defended areas. This normally requires that reconnaissance be conducted over long distances and well in advance of commencement of the operations it will support. These conditions usually dictate specialized methods of transportation, communications and information systems (CIS) support, combat service support (CSS), equipment, and coordination. Because most ground reconnaissance is conducted in the form of patrols, many levels of coordination are required to effect their implementation. Likewise, insertion and extraction means, methods, and timing (especially over extended distances) and the need to thoroughly integrate reconnaissance with other unit intelligence operations require numerous participants in many different units, often using complicated methods of C2.

f. Reconnaissance requires adequate time for execution. Insertion, mission execution, extraction, and debriefing of reconnaissance elements are normally time consuming and often involve unavoidable delays—particularly if the operation is to remain undetected and uncompromised. For example, some insertions/extractions must be timed to coincide with particular lighting, weather, or tidal conditions. Insertion points and eventual NAIs or other targets may be distant from the insertion locations, and rates of movement may be slow—often restricted to foot mobility and nighttime. Patrols must stop frequently to listen and observe. The enemy activity being sought out may itself take time to appear. Some information may be transmitted immediately, but extraction and thorough debriefing of reconnaissance personnel will take further time. Accordingly, sufficient time must be allotted for execution of reconnaissance. Once ground reconnaissance elements are committed, planning must be given to reserve employment to ensure adequate, continuous converage, coordinating and timing recovery with subsequent mission preparations, reinsertion and sustainment of ground reconnaissance elements consistent with METT-T and the supported commander's intelligence requirements.

g. Reconnaissance must be integrated into the overall intelligence operations plan. Reconnaissance depends on various supporting intelligence collection and production operations, and their products require processing, all-source intelligence analysis and production, and timely and comprehensive dissemination. Other intelligence activities will, in turn, have to support the planning of and the results from ground reconnaissance operations. Planners need to be aware of this interaction and thoroughly integrate reconnaissance with all other unit and supporting intelligence operations.

h. Effective reconnaissance integrates reconnaissance and intelligence collection planning. Effective collection planning is driven by a thorough knowledge and understanding of PIRs and IRs, which are established by the MAGTF commander, his staff,

and supporting intel bn elements. Intelligence requirements management (IRM) and all-source intelligence operations planning revolve around the creation and maintenance of a plan that supports the command's IRs and PIRs, including clear identification of associated intelligence reporting criteria, and effective intelligence dissemination directions. This planning identifies available and appropriate collection sources and translates the IRs into specific information requirements. At the MAGTF command element (CE) level, the integrated intelligence collections, production and dissemination plans are the responsibility of the intel bn commander, in his role as the intelligence support coordinator (ISC), supported by three key cells within the IOC: the collection management and dissemination (CMD) section operating within the support cell; the surveillance and reconnaissance cell (CARC), and the production and analysis (P&A) cell.[1] These intelligence plans may be formal written plans or an informal workbook or a mental process. The overall intelligence operations plan is completely dynamic—it responds to ever-changing intelligence needs. Ground reconnaissance missions often will be used to confirm or enhance information collection by other intelligence and reconnaissance means (e.g., collected imagery may indicate that a bridge is structurally sound, but a closer by a ground reconnaissance team my identify rotted planking or crumbling abutments). Likewise, such means often are used to confirm or follow-up on information collected by ground reconnaissance teams. The successful intelligence officer orchestrates the collection plan and collection assets with unit production and dissemination operations, effectively employing and integrating all intelligence and reconnaissance assets to best fulfill the commander's PIRs and IRs.

i. Reconnaissance forces should orient on the enemy to gain and maintain contact. The reconnaissance unit normally orients itself on the NAI, force, or other target by seeking the best location from which to secure the desired information without being compromised. When acting purely in a reconnaissance role, the unit need not feel required to remain oriented on friendly units or to maintain any particular position between enemy and friendly units. Reconnaissance units must be provided maximum freedom of action, without regard to boundaries or other control measures that might otherwise restrict their actions. Tasking units must constantly coordinate with one another and maintain a shared situational awareness and current C2 measures in rapidly changing situations. This helps to ensure the reconnaissance units' ability to continue or successfully complete their missions by remaining in whatever form of contact is necessary to complete the assigned or modified intelligence mission.

j. The best ground reconnaissance asset should be employed for each specific task. Each reconnaissance unit has its strengths and weaknesses in terms of its capabilities, including mobility, equipment, and skill levels (both the level and the focus of training). These capabilities affect its insertion, extraction, and intelligence reporting ability; CIS resources; response time; accuracy; reliability; and survivability. For example, failure to maintain contact with the enemy is often the result of employing reconnaissance assets whose mobility is not equal or superior to that of the intended target. Another likely cause of

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1 [1]Within MAGTF major subordinate commands (MSC) or elements (MSE), detailed intelligence collections, production and dissemination planning is the responsibility of the unit's intelligence operations officer (GCE and CSSE) or air combat intelligence officer (ACE).

unit/mission mismatch is failure to distinguish between purely reconnaissance missions and missions with a direct-action component. Relevant staff officers -- particularly those in the G-2/S-2, G-3/S-3, and supporting force fires center (FFC) or fires support coordination centers (FSCC) -- must be completely familiar with the specific characteristics, capabilities, limitations, and support requirements (CIS, CSS, fires, C2) of all available ground reconnaissance units. Out of the small, finite number of ground reconnaissance teams/units, the one chosen for a specific intelligence collection mission should represent the best possible choice in terms of its ability to procure the desired information. To produce the desired redundancy and yet avoid waste, reconnaissance unit assets may be redistributed and reconfigured to give optimum results in specific intelligence missions. The feasibility of such reconfiguration is greatly enhanced by prior cross-training and by efforts to ensure that personnel within the reconnaissance community are highly familiar with one another.

k. Reconnaissance relies on stealth, maneuver, and timely, accurate intelligence reporting. The best information is that which is obtained from or about the enemy without his knowledge. If the enemy becomes aware that an area or a force is being reconnoitered, even if he does not know why, he may respond in ways contrary to our interests. Therefore, clandestine methods are usually the most effective in permitting the highest degree of accuracy, efficiency, speed, and timeliness of reporting. To maximize their effectiveness, reconnaissance units must be able to approach the enemy, NAIs or other objectives uncompromised and remain uncompromised in the most advantageous positions for information acquisition, collection, and reporting. This requirement for stealth greatly affects the unit's ability to maneuver, regardless of its organic mobility. Terrain, climate, and other environmental factors may also weigh heavily on the ability to move relative to the target and to gain as well as transmit information in a timely manner.

l. An evolving tactical situation requires flexible reporting to the supported command. In maneuver warfare and high-tempo operations, the unexpected is inevitable during combat operations. Prevention of the effects of organizational C2 layering and filtering of the information flow between reconnaissance forces and supported commanders must be avoided as much as possible. Excessively centralized execution and C2 and the establishment of rigid lines of communications without alternative CIS means for the routing of information is as undesirable in maneuver warfare. Robust and redundant intelligence reporting procedures and the supporting CIS architecture should be established. These should reflect the commander's intent, his concept of operations, and intelligence priorities while still allowing for as much streamlining as possible. The rapid transmission of essential information and intelligence to all requireing these remains of paramount importance to reconnaissance. Equally important is the routine reporting of information that may appear unimportant if taken alone but that may assume great importance when analyzed and fused with other intelligence reporting as part of a larger all-source intelligence picture. Consistent with specific intelligence and reconnaissance reporting criteria, "Report everything all the time" is the general rule of thumb for ground reconnaissance forces. The tasking unit should evaluate the resulting information's usefulness with all other relevant information and intelligence. The commander's reporting procedures should be flexible enough to allow for the modification of reports by exception as the situation dictates. Very often, the best solution is broadcast reporting of information obtained by ground reconnaissance elements -- i.e., the creation of

direct CIS links and C2 relationships between ground reconnaissance units and both the overall supported commander and with other subodinate unit(s) that is in immediate need of the information or intelligence.

1005. Summary. Reconnaissance is a continuous operation conducted to collect information and to gain and maintain contact with the enemy in order to support the commander's PIRs and other IRs. It plays an important role in the intelligence cycle. Reconnaissance of some type should always precede any commitment of forces. Failure to conduct a thorough reconnaissance effort may, at best, lead to loss of the initiative or failure to exploit fleeting opportunities. In the worst case, it may allow the enemy to achieve surprise, thereby inflicting unacceptable losses on friendly forces. Ultimately, the omission of reconnaissance could cause failure of the mission. Reconnaissance serves the commander's intent and PIRs. Its number one objective is to satisfy the commander's PIRs concerning the enemy, terrain, and weather. The results of ground reconnaissance operations should be reported both to the overall commander and his staff and, when appropriate, simultaneously to other units in immediate need of the information. The decision to employ ground reconnaissance units should always be made with an awareness of their specific capabilities, their inherent limitations, the time required for their employment, and the urgency or timeliness of the information requirement.

Chapter 2

GROUND RECONNAISSANCE UNITS

2001. Introduction. The MAGTF can obtain reconnaissance and intelligence support from a great variety of Marine expeditionary force (MEF) and GCE assets—including air, ground, HUMINT, SIGINT, and imagery intelligence (IMINT) units—and from other-Service, joint, combined and multinational assets. Critical accurate, timely, and pertinent intelligence and information support is procured and reported by ground reconnaissance forces operating conducting close, distant, and deep reconnaissance and surveillance operations. Personnel from the organizations described below are uniquely trained and equipped to give the MAGTF commander and his intelligence organization the most current and valid assessment of the enemy, terrain, weather, and other environmental matters in the area of operations (AO).

2002. Marine Corps Ground Reconnaissance Assets. The following are MEF-level assets but can be employed in operations at any level of organization.

a. Force Reconnaissance Company

(1) Mission Statement. The mission of the force reconnaissance company is to conduct amphibious reconnaissance, surveillance, and limited-scale raids in support of the MEF, other MAGTFs, or joint task forces (JTFs) as directed.

(2) Tasks. Tasks of the force reconnaissance company include:

- Conducting amphibious reconnaissance, deep ground reconnaissance, and surveillance to observe, identify, and report enemy activity and other information of military significance
- Conducting specialized terrain reconnaissance, including obtaining information on hydrography, beaches, roads, bridges, routes, urban areas, helicopter landing zones (HLZs), airborne drop zones, landing craft air cushion (LCAC) LZs, and aircraft forward operating sites
- When properly organized with other forces, equipment, or personnel, conducting engineer, NBC, mobile, and other unique reconnaissance missions
- Conduct counterreconnaissance
- Implanting and/or recovering ground remote sensors and beacons
- Conducting initial terminal guidance (ITG) for helicopters, landing craft, and parachutists

- Engaging selected targets with supporting arms or organic weapons as directed, including terminal guidance of precision-guided munitions (PGMs)

- Conducting post-strike reconnaissance to determine and report battle damage to a specific target or area

- Conducting special operations in a maritime environment.

- Collecting imagery (e.g., the Tactical Intelligence Photographic Capability (TACPHOTO))

(3) Organization. Each MEF has one organic force reconnaissance company: 1st Force Reconnaissance Company with I MEF, 2d Force Reconnaissance Company with II MEF, and 5th Force Reconnaissance Company with III MEF. The company consists of a headquarters section, a service support platoon, and five reconnaissance platoons. Each reconnaissance platoon consists of 3 4-man teams, for a total of 15 teams per company, except for 5th Force Reconnaissance Company, which has 12 teams. (See Figure 2-1.)

Figure 2-1. Force Reconnaissance Company

(4) Employment. The MEF AC/S, G-2, has overall responsibility for MEF intelligence, CI and reconnaissance operations. The CO, intel bn, is under the command of the Commanding General, MEF, executing the function of the Intelligence Support Coordinator (ISC) under the staff cognizance of the AC/S G-2. The CO, Intel Bn is the direct representative of the MEF G-2 and, in his role as ISC, is responsible for planning and coordinating all available intelligence collection, analysis and production and dissemination support and the overall effective planning, integration, and C2 of MEF intelligence and reconnaissance operations. The CO, Intel Bn exercises command of the Intel Bn through its Company commanders. The force reconnaissance company normally operates under the staff cognizance of the ISC for reconnaissance and surveillance missions and under the staff cognizance of the MAGTF G-3/S-3 for offensive missions. The basic operating unit is the ground reconnaissance team. However, platoons or task-organized elements may be employed to accomplish certain tasks.

(a) Force reconnaissance operations should have a defined scope and duration, with planned exfiltration. Teams are usually inserted into the supported commander's area of interest (usually the deep area), often well beyond MAGTF supporting arms and in the vicinity of the enemy's operational reserve, staging and marshalling areas, and key lines of communicaations to collect and report information in response to the commander's PIRs and Irs and supporting intelligence collection and dissemination plans.

(b) When required by the situation, the company or detachments may be placed in direct support of or attached to smaller MAGTFs or to MEF MSCs other than the command element (CE). A force reconnaissance detachment is normally attached to a Marine expeditionary unit (special operations capable) (MEU(SOC)).

(c) Because force reconnaissance company units routinely operate beyond the range of the MAGTF's supporting arms, they must maintain the capability to clandestinely insert and extract teams over extended distances. Such means include foot movement, surface or subsurface swimming, vehicles, rotary- or fixed-wing aircraft, small boats, landing craft, and commercial assets. All teams are capable of closed-circuit underwater breathing apparatus, open-circuit self-contained underwater breathing apparatus (SCUBA), and submarine lock-out. All teams also are capable of static line and military free-fall parachuting.

(d) Deployed teams use standard techniques of small-unit scouting and patrolling with individual movement skills. Unless the mission requires otherwise, force reconnaissance teams will avoid contact with the enemy or indigenous personnel. Teams either observe from vantage points or physically reconnoiter the areas of interest. As directed, teams report either by radio and/or during post-mission debriefings in accordance with the intelligence reporting criteria and dissemination plan established by the ISC.

(e) When conducting limited scale raids, force reconnaissance company elements employ the aforementioned techniques to reach their objective sites. When conducting actions at the objective area, they employ close-quarter battle, standard tactical assault, or sniper techniques to neutralize or destroy enemy targets and/or to recover designated personnel or materiel.

(f) Teams assigned ITG missions reconnoiter the landing area and provide last-minute visual or electronic terminal guidance to flight, wave, or stick leaders. ITG missions terminate with the arrival of the helicopter support teams, U.S. Navy beach parties, LCAC LZ control teams, U.S. Army Pathfinder teams, or U.S. Air Force combat control teams, which then assume traffic control functions.

(g) Teams assigned ground remote sensor implant or recovery mission coordinate mission details closely with the ISC, the ground sensor platoon commander, and the intelligence systems and dissemination officers.

(5) Capabilities. Force reconnaissance units can perform the following tasks:

- Conduct amphibious reconnaissance and deep ground reconnaissance and surveillance
- Identify and report enemy activity and collect and report information of military value

- Conduct counterreconnaissance
- Collecting imagery
- Conduct specialized terrain reconnaissance to include all areas of military significance
- Conduct unique reconnaissance missions, including engineer and NBC reconnaissance missions
- Infiltrate and exfiltrate mission areas (this includes underwater and parachute operations)
- Recover and implant ground remote sensors and beacons
- Perform ITG operations
- Engage selected targets with supporting arms and organic weapons
- Conduct post-strike reconnaissance to assess battle damage
- Conduct limited-scale raids for a wide range of military options.
- Conducts other intelligence and reconnaissance tasks as directed by the AC/S G-2 or ISC.

(6) Limitations. Force reconnaissance units have significant limitations, including the following:

- Limited organic antiarmor firepower and protection
- No transportation or casualty evacuation capability
- Endurance and fatigue considerations as influenced by terrain, mode of transport, environment, enemy situation, and weather
- Restricted abilities to conduct sustained combat operations because of limited organic firepower, mobility, and organic combat support and combat service support (CSS) assets
- Restricted collection capabilities due to the effects of terrain and weather factors.

- Dependence on the MEF heaquarters group (MHG) and other MAGTF elements to support and sustain operations (particularly air fires support).

b. Radio Reconnaissance Platoon, Radio Battalion

(1) Mission Statement. The mission of the radio reconnaissance platoon (RRP) is to conduct signals intelligence (SIGINT)/electronic attack (EA) operations in support of the MEF and other MAGTFs for advance force, pre-assault, deep post-assault, and maritime special purpose force (MSPF) operations as assigned. Radio reconnaissance teams do not conduct offensive missions such as independent raids, hostage recovery, or reconnaissance in force, but it does provide electronic reconnaissance support to forces assigned those missions.

(2) Tasks. The radio reconnaissance platoon performs the following tasks:

- Conducts deep electronic reconnaissance operations in support of MAGTF operations, including communications intercept, radio direction finding, recording, analysis, and forwarding/reporting of enemy activity and other information of military significance.

- Reports indications and warning (I&W) and other intelligence information to the MAGTF commander and adjacent units (force/division reconnaissance, Navy sea, air, land (SEAL) teams, etc.) via the IOC or as directed by the intelligence reporting criteria and dissemination plan.

- Conducts databasing of enemy communications and noncommunications emitters and other communications and information systems resources within the MAGTF's area of interest.

- Conducts limited communications and noncommunications EA, to include, but are not limited to, the degradation or disruption of critical enemy C2 nodes and CIS resources and the electronic location via direction finding specified targets.

- Conducts other tasks as directed by the AC/S G-2 or ISC.

(3) Organization. There are two radio battalions within the Marine Corps forces (MARFOR):

- 1st Radio Battalion, under the command of the commander, Marine Corps Forces, Pacific (COMMARFORPAC) and responsible for providing support to COMMARFORPAC and I and III MEF

- 2nd Radio Battalion, which is under the command of the commander, II MEF.

1st Radio Battalion consists of a headquarters and service (H&S) company and three operational companies. 2d Radio Battalion consists of an H&S company and two operational companies. In both battalions the H&S company contains a single radio reconnaissance platoon (RRP). (See figure 2-2)

NEW Figure 2-2. Radio Battalion Organization

The radio reconnaissance platoon normally deploys as a platoon only when the entire radio battalion deploys in support of the MEF. Otherwise, the platoon provides RRTs that serve as part of a SIGINT support unit (SSU) that is task-organized to support smaller MAGTFs. The radio reconnaissance elements of both radio battalions consist of six-man teams. 1st Radio Battalions's radio reconnaissance company has 10 teams, four of which are deployed with the West Coast and Okinawa MEU(SOC)s sourced from I and III MEFs. 2d Radio Battalion has five teams, three of which are deployed with the II MEF MEU(SOC)s. Additionally, each radio battalion has a mobile electronic warfare support system (MEWSS) platoon that operates in conjunction with a light armored reconnaissance (LAR) battalion. The MEWSS is a flexible, mobile collection unit. Speed and maneuver aid collection capabilities during deep raids and special operations with the LAR battalion.

(4) Employment. Radio reconnaissance elements are tasked by the radio battalion operations control and analysis center (OCAC) and operate under the staff cognizance of the MAGTF G-2/S-2 for SIGINT missions and under the staff cognizance of the G-3/S-3 for EA missions. At the MEF CE level, SIGINT mission taskings will be planned by the intelligence support coordinator (ISC) and issued to RadBn via the appropriate cell within the intelligence operations center (IOC).

(a) The basic operating unit is the six-man radio reconnaissance team (RRT). The teams maintain the capability to clandestinely insert and extract over extended distances. Such means include foot movement, vehicles, rotary- or fixed-wing aircraft, static line parachuting, helicopter rope suspension, landing craft, small boats, and commercial assets.

(b) Radio reconnaissance operations have a defined scope and duration with planned exfiltration. Teams are usually inserted into the supported commander's area of interest, often well beyond the enemy's committed forces, to collect and report information in response to the commander's PIRs.

(c) Deployed teams use standard techniques of small-unit scouting and individual movement. RRTs will avoid contact with the enemy or indigenous people. Teams report via radio through the OCAC to the MAGTF IOC, for follow-on actions as required. In addition, RRTs maintain communications with the RadBn representative

in the SARC (and possibly the ground recon unit's ROC) for operational, coordination, and alternate means of reporting.

(d) The RRTs are not capable of conducting aggressive offensive missions such as raids, hostage recovery, or reconnaissance in force, although it is ideal for providing electronic reconnaissance support to forces assigned those missions.

(5) Capabilities. Radio reconnaissance units can perform the following tasks:

- Conduct signal research and target development missions
- Conduct collection of selected signals
- Perform radio direction finding
- Perform analysis and reporting of enemy status and activities
- Report I&W and other intelligence information to the MAGTF commander and adjacent units
- Conduct limited communications EA missions
- Clandestinely infiltrate and exfiltrate mission areas.

(6) Limitations. Radio reconnaissance units have significant limitations, including the following:

- Limited organic firepower.
- Endurance and fatigue considerations as influenced by terrain, mode of transport, environment, enemy situation, and weather.
- Limited access to some complex threat signal sets.
- Dependence on the MHG for administrative, CSS, some CIS, and other support to sustain operations.

c. Ground Sensor Platoon (GSP), Headquarters Company, Intelligence Battalion

(1) Mission Statement. The mission of the **GSP** is to plan, control, and manage the employment of unattended ground remote sensor equipment in support of MAGTFs or other commands as directed.

(2) Tasks. GSP's tasks include the following:

- Planning for the employment of unattended ground remote sensors
- Operating, monitoring, and maintaining unattended ground remote equipment
- Reporting items of military significance in response to designated PIRs and IRs and and the ISC's supporting intelligence reporting criteria and dissemination plan
- Training personnel (e.g., infantry Marines, ground reconnaissance Marines, and aircrews) to implant and recover unattended ground remote sensors, relays and other equipment
- Implanting air-delivered remote sensor equipment by using rotary-wing aviation assets
- Providing liaison teams for remote sensor air delivery by fixed-wing aircraft.

(3) Organization. GSP consists of a headquarters section and three sensor employment sections (SES). Each SES consists of a section headquarters and two four-Marine sensor employment teams (SET) (see figure 2-3). The GSP commander is subordinate to the commanding officer of the intelligence battalion.

New Figure 2-3. Ground Sensor Platoon Organization

(a) Command and Control. Command of the GSP is exercised by the commanding officer of the intelligence company. The GSP commander exercises command of GSP through the platoon staff and squad leaders.

(b) Communications. The GSP has limited organic communications to support sensor operations. Additional communications support may be required from the MEF headquarters group.

(c) Firepower. Organic firepower capability is limited to individual weapons.

(4) Employment. The GSP is a subordinate unit of the intel bn under the command of the intel bn CO. Mission tasking is received from the CMD officer (CMD) in the IOC, with ongoing operations under the C2 of the SARC OIC. When operating in support of the MEF, the GSP will generally be employed as a platoon. GSP employment in direct support or attached to MEF subordinate units or MAGTFs smaller than a MEF will generally be task organized around either a SES or a SET. A MEU(SOC) generally does not deploy with any organic GSP element; instead, the parent intel bn maintains a SET on

standby and prepared to deploy within 24 hours if a MEU(SOC) requires ground remote sensors support.

(5) Capabilities. The GSP can perform the following tasks:

- Plan for the employment of unattended ground remote sensors, relays and other equipment, and its integration with other MEF intelligence and reconnaissance operations.
- Operate unattended ground remote sensors, relays and other equipment
- Monitor unattended ground remote sensors, relays and other equipment
- Maintain unattended ground remote sensors, relays and other equipment
- Provide reports of military significance in response to PIRs and IRs, consistent with current intelligence reporting criteria and the intelligence dissemination plan
- Train Marines other than GSP personnel (e.g., infantry Marines, ground reconnaissance Marines, aircrews) to implant and extract unattended ground remote sensors and relays.
- Implant air-delivered remote sensor equipment by using rotary-wing aircraft
- Provide liaison teams for the delivery of remote sensors by fixed-wing aircraft.

(6) Limitations. GSP units are limited by the following:

- Lack of sufficient numbers of trained personnel
- The difficulty of implanting and extracting remote sensors and relay equipment undetected by threat forces
- Reliance on assets other than GSP to implant or extract remote sensors (i.e., fixed-wing aircraft, rotary-wing aircraft, ground reconnaissance Marines, etc.)
- Lack of organic transportation assets required to move their large logistical train, including sensors, relay equipment, and computerized receiving equipment
- The long lead time necessary for planning and executing missions

2003. Marine Division Ground Reconnaissance Assets. The following assets are organic to the Marine division or subordinate units, but may be tasked to support operations at any level of organization. For example, many of the platoons of the division reconnaissance battalion

maintain a habitual relationship with the battalion landing teams (BLTs) that source specific MEU(SOC)s.

a. Reconnaissance Battalion, Marine Division.

(1) Mission Statement. The reconnaissance battalion provides amphibious and ground reconnaissance operations in support of the Marine Division.

(2) Tasks. The battalion performs the following tasks:

- Conducts amphibious and ground reconnaissance and limited screening to observe, identify, and report on enemy activity and collect other information of military significance
- Conducts specialized terrain reconnaissance to obtain information on hydrography, beaches, roads, bridges, railroads, rivers, fords, HLZs, airborne drop zones, and aircraft forward operating sites
- When properly task organized with other forces, equipment, or personnel, conducts engineer, NBC, or other reconnaissance missions
- Implants and/or recovers ground remote sensors, relays and beacons
- Collect imagery (e.g., TACPHOTO)
- Conducts ITG for assault support aircraft, landing craft, and parachutists
- Engages selected targets with supporting arms and organic firepower, as directed
- Conducts other tasks as directed by the division or supported commander.

(3) Organization. The battalion consists of three reconnaissance companies. Each company consists of three platoons and each platoon contains three 6-Marines teams each, for a total of nine teams per company, or 27 teams from the entire battalion. These teams provide the primary means of amphibious and ground reconnaissance for the division. The battalion commander and his staff perform those functions that are necessary to effectively plan and C2 the execution of assigned missions and to advise the division supported commander and his intelligence officer on the employment of the battalion. (See Figure 2-4)

(OLD Corel Draw Fig 2-2) Figure 2-4. Division Reconnaissance Battalion

(4) Employment. The battalion or elements thereof are employed to observe, identify, and report intelligence information on the enemy, weather and terrain. It is not equipped or trained for decisive or sustained combat and usually accomplishes its mission through stealth, maneuver, and rapid reporting.

(a) The battalion normally operates in general support of the division. The battalion task organizes or provides detachments, as required, to accomplish assigned missions. When circumstances warrant decentralized control, a reinforced reconnaissance platoon may be placed in direct support of or attached to an infantry regiment or battalion.

(b) The basic tactical unit is the six-man team. The battalion accomplishes assigned tasks by introducing task-organized reconnaissance teams, platoons, or companies into the division or supported unit's area of interest. In conventional operations the battalion's efforts are directed toward determining the location, composition, disposition, and movement of the enemy's supporting arms and reserve elements that may affect the accomplishment of the mission over the next 24 to 72 hours.

(c) The battalion commander serves as a special staff officer under the staff cognizance of the division or supported command's intelligence officer. He assists the intelligence officer in preparing the amphibious and/or ground reconnaissance plan, and its integration with broader division intelligence operations. He coordinates directly with the remainder of the supported commander's staff, particularly the operations officer, air officer, fire support coordinator, and communications and information systems officer. Additionally, the battalion commander must coordinate with the MAGTF CE's intelligence battalion commander/intelligence support coordinator (ISC) and the force reconnaissance company commander to ensure effective integration and deconflication with the overall intelligence operations plan. On the basis of guidance provided by the supported commander and the amphibious and/or ground reconnaissance plan, the reconnaissance battalion commander coordinates employment of each reconnaissance company and supervises communication with the employed units. Subordinate reconnaissance unit leaders supervise the preparation, insertion, resupply, and recovery of deployed teams.

(d) Clandestine insertion and extraction of reconnaissance teams is preferred. Based on mission, enemy, terrain and weather, troops and support available-time available (METT-T) factors, the most effective and available insertion/extraction means are employed. These may include walking, surface or subsurface swimming, motor vehicles, rotary- or fixed-wing aircraft, small boats, landing craft, and submarines. All companies teams capable of diving with open-circuit SCUBA and closed-circuit underwater breathing apparatus systems.

(e) Reconnaissance teams may insert and extract before L- or H-hour. Some teams may remain in predesignated sites until uncovered by the landing force, while others may move to other reconnaissance areas of operation. Following L- or H-hour, teams

may be inserted further inland or to the flanks in support of continuing operations. Generally, reconnaissance unit commanders reserve one-third of their teams to ensure that fresh teams are readily available for future employment.

(f) However employed, reconnaissance battalion teams use standard techniques of small-unit scouting and individual movement. Unless the mission otherwise demands, teams avoid contact with the enemy and indigenous people. Teams either observe from vantage points or physically reconnoiter the area of intelligence interest. As directed, teams report by radio or other expeditious means in accordance with the G-2's or supported unit's intelligence officer's intelligence reporting criteria and dissemination guidance. On recovery, teams are immediately debriefed by reconnaissance unit representatives and the intelligence staff of the supported commander.

(g) Teams assigned to ITG missions provide visual or electronic navigation aids to assault support aircraft, landing craft, or parachutists. After clandestine insertion, they reconnoiter the landing area and provide last-minute enemy information and terminal guidance to flight or wave leaders. ITG terminates with the arrival of helicopter support teams, U.S. Army Pathfinder teams, or U.S. Air Force combat control teams, which assume traffic control functions.

(h) The battalion is not capable of conducting aggressive offensive missions such as independent raids, hostage recovery, reconnaissance in force, or counterreconnaissance, although it may provide reconnaissance support to forces assigned those missions.

(5) Capabilities. Division reconnaissance units can perform the following tasks:

- Conduct amphibious and ground reconnaissance
- Conduct limited screening for observation, identification, and reporting on enemy activities
- Conduct extensive collection operations in support of division units
- Conduct specialized terrain reconnaissance, including all areas of military physical geography
- Conduct specialized reconnaissance in engineer, NBC, and other reconnaissance missions
- Implant and/or recover ground remote sensors, relays and beacons

- Collect imagery (e.g., TACPHOTO)
- Conduct ITG missions
- Engage selected targets with supporting and organic firepower.

(6) Limitations. Division reconnaissance units are limited by the following:

- Limited organic antiarmor firepower and protection
- No organic transportation or casualty evacuation capability
- Endurance and fatigue considerations as influenced by terrain, mode of transport, environment, enemy situation, and weather
- Restricted abilities to conduct sustained combat operations because of limited firepower, mobility, and organic combat support and CSS assets
- Dependence on the division or other MAGTF elements to support and sustain operations (e.g., fires support)

b. Light Armored Reconnaissance Battalion, Marine Division

(1) Mission Statement. The LAR battalion conducts reconnaissance, security, and economy of force operations and, within capabilities, conducts limited offensive or delaying operations that exploit the unit's mobility and firepower.

(2) Tasks. The battalion locates, closes with, and destroys enemy forces by fire and maneuver and by exploiting high mobility, agility, and firepower. It also conducts reconnaissance, security, and economy-of-force missions as may be required.

(3) Organization. The LAR battalion consists of an H&S company and four LAR companies. (See Figure 2-5.)

(a) With the assistance of a headquarters staff, the battalion commander analyzes the mission, develops and considers COAs, makes decisions, issues orders, and directs and supervises the operations of the battalion.

(b) Communications means are provided to maintain reliable and continuous communication channels to subordinate units, attached units, and higher headquarters. The primary method of communication to subordinate units and higher headquarters is by multichannel radio; the alternate methods are by single-channel radio, messenger and visual means.

(c) Information gathered during combat operations is reported to higher headquarters or other designated units in accordance with .

(d) In addition to individual weapons, organic firepower consists of small- and medium-caliber 25mm cannons, light and medium machine guns, and antiair and antiarmor weapons.

(e) The light armored vehicle (LAV) is the primary means of mobility for troops, equipment, weapons, and limited amounts of ammunition and supplies. All variants of the LAV are transportable by helicopter, amphibious means, and tactical and strategic air transportation.

(4) Employment. The LAR battalion and its subordinate companies are capable of being employed as part of the larger GCE or separately. The LAR battalion is a flexible, agile, mobile, and primarily offensively oriented fire-and-maneuver unit. Speed and maneuver, combined with firepower, are used to advantage in all operations.

(OLD Corel Draw Fig 2-3) Figure 2-5. LAR Battalion

(5) Capabilities. The LAR battalion can perform the following tasks:

- Provide screening forces for any size MAGTF
- Provide forces for reconnaissance and surveillance missions
- Collect imagery (e.g., TACPHOTO)
- Take limited offensive operations to support MAGTF objectives
- Provide forces for deep raids and special operations
- Locate and fix in place for destruction enemy forces
- Destroy or disrupt enemy forces through fire, maneuver
- Counterreconnaissance
- Support other MAGTF elements with supporting arms
- Perform other economy-of-force missions as required.

(6) Limitations. The LAR battalion has the following limitations:

- **Terrain.** The battalion is ill suited for operations in difficult terrain such as jungles, mountains, forest, or extremely broken terrain. The battalion operates best in terrain that enhances its mobility.

- **Lack of Organic Heavy Equipment and Firepower.** In cases of heavy engagement, the battalion must be augmented by other forces that bring larger caliber artillery, supporting air assets, and, in special cases, even attached infantry forces.

- **Heavy Logistical Requirements.** The battalion depends on the MAGTF or other external sources for petroleum, oil, and lubricants; ammunition; and medical and other supplies and CSS.

- **Lift Requirements.** The battalion is limited by the amount of lift needed in the ship-to-shore movement by either water or air assets. The battalion is also limited by the amount of time needed to move its assets into the AO.

c. Scout/Sniper Platoon, Infantry Battalion

(1) Mission Statement. The mission of the scout/sniper platoon is to gain and maintain contact with the enemy; to find the enemy and report his location and activities; and, if the enemy achieves separation, to reacquire his location and to report on all activities of the enemy in proximity to the infantry battalion in accrodance with commander's IRs. The ability of scout-snipers to penetrate into hostile areas to observe the enemy without being detected makes them uniquely suited to perform a wide variety of missions and essential tasks.

(2) Tasks. Scout/sniper platoon tasks will be of three general types: intelligence collection, combat support, and sniper operations.

(3) Organization. The scout/sniper platoon (formerly called the surveillance and target acquisition (STA) platoon) is located within the S-2 section of the H&S company of the infantry battalion. It consists of fourscout/sniper teams, each capable of performing all functions of the scout/sniper platoon.

(4) Employment. Frequently, scout/sniper teams may be assigned multiple missions during any individual patrol. Multiple missions should complement one another whenever possible. For example, a team may be assigned a mission to conduct an HLZ reconnaissance. The same team may also be tasked to conduct helicopter ITG in the HLZ, a separate but complementary mission.

(5) Capabilities. Capabilities of the scout/sniper platoon include the following:

- Reconnaissance missions in the battalion AO in support of the battalion's commander's IRs
- Surveillance missions in the battalion AO in support of the battalion's commander's IRs
- Tracking missions in the battalion AO
- Adjustment of fire missions in the battalion AO
- ITG missions in support of the battalion
- Acting as guides in the battalion AO
- Sniper operations
- Deception in support of the battalion mission
- Specialized terrain reconnaissance
- Use of night observation devices
- Battle damage assessments (BDAs) as needed
- Limited-scale raids in support of battalion operations

(6) Limitations. Limitations of the scout/sniper platoon include the following:

- Limited organic antiarmor and other firepower and protection
- Limited air defense capability
- Limited mobility
- Limited communications assets
- Lack of any organic casualty evacuation capability
- Endurance and fatigue considerations as influenced by terrain, mode of transport, environment, enemy situation, and weather
- Restricted ability to conduct sustained combat operations and dependence on the battalion for CSS, fires, and vehicular transport support.

d. Other GCE Assets (Tanks, Engineers, Infantry). A broad awareness of and emphasis on the reconnaissance mission are key to supporting the GCE's intelligence effort. Information about the enemy, terrain, and weather must be gathered widely and continuously. Every individual Marine must be taught the value of his/her observations and their relationship to the collection of intelligence/information. Beyond the individual Marine, all Marine units conduct reconnaissance of some sort to support their operations, and their intelligence collection efforts should be integrated into the overall GCE and MAGTF intelligence operations.

GCE units have specialized equipment and personnel who can aid in reconnaissance and surveillance. Infantry on patrol and in combat operations often get very close views of the enemy and the terrain. Artillerymen, with their range finders, counter-battery radars, TACPHOTO, and weather detecting equipment, can develop much information on the enemy and the environment. Engineer personnel are trained to judge bridge capabilities, the trafficability of roads, whether or not water is potable, material strengths, and a multitude of other engineering-related matters, so effective technical reconnaissance can be accomplished by attaching qualified engineers to reconnaissance units. Engineer units are also capable of imagery collecting using TACPHOTO.

Also, many units have designated reconnaissance elements. For example, the tank battalion has a scout platoon. The list of GCE assets useful for reconnaissance purposes is nearly endless, limited only by the imagination of the collections section whose responsibility it is to obtain intelligence information and the MAGTF tables of organization.

2004. Joint/Other-Service Assets. Marine Corps forces (MARFOR) and MAGTFs normally operate as part of a naval or joint force task force. This means that additional reconnaissance assets are often available to support MAGTFs. These assets are described in the following paragraphs.

a. Naval Special Warfare Units. Naval special warfare (NSW) units include not only the SEAL teams described here, but also supporting organizations like SEAL delivery vehicle (SDV) teams and special boat units.

(1) Mission Statement. SEAL teams are organized, trained, and equipped to conduct direct action, unconventional warfare, foreign internal defense, special reconnaissance, and counterterrorism operations, primarily in maritime and riverine environments. These operations include sabotage, demolition, multisensor intelligence collection, hydrographic reconnaissance, and training and advising friendly military and paramilitary forces in the conduct of naval and joint special operations. Further, SEAL teams may be employed in direct support of conventional naval and maritime operations.

(2) Tasks. SEAL teams are a maritime multipurpose combat force that is organized, trained, and equipped to plan, conduct, and support a variety of special operations in all operational environments and levels of conflict.

(3) Organization. SEAL teams are organized into a headquarters element and operational platoons. Each team is composed of 10 operational platoons, each of which can be broken into either 2 squads or 4 elements. All personnel are dive, parachute, and demolitions qualified.

(4) Employment. SEAL teams may be used as an integral unit or be task organized for specific missions. They may be used in general support in the conduct of naval and joint special operations or in direct support of conventional naval and maritime operations.

b. U.S. Army Long-Range Surveillance Units. (See U.S. Army Field Manual (FM) 7-93, *Long-Range Surveillance Unit Operations*.)

(1) Mission Statement. Long-range surveillance (LRS) units (LRSUs) are organized, trained, and equipped to enter enemy areas to observe and report enemy dispositions, movements, and activities, as well as battlefield conditions. The LRS teams' (LRSTs) missions, targets, and objectives are based on the PIRs and IRs of the commander. Their mission of limited reconnaissance and stationary surveillance is different from the missions of most special forces and Rangers. LRSTs are *not* intended, and lack the capability, to conduct direct-action missions.

(2) Tasks. These units are specially trained and equipped to collect reconnaissance and HUMINT information through surveillance of forces deep in the enemy's rear.

(3) Organization. The LRS company is organic to the Army corps military intelligence brigade. It consists of a headquarters platoon, a communications platoon, and three LRS platoons. Each LRS platoon consists of six surveillance teams. The LRS detachment is organized as a detachment organic to the military intelligence battalion at the division level. The LRS detachments are organized into a headquarters section, a communications section (two base radio stations), and six surveillance teams. (Light division LRS detachments have only four surveillance teams.) Each surveillance team consists of a team leader, an assistant team leader, three observers, and a radio telephone operator. Whether in a company or a detachment, the leaders are airborne and Ranger qualified. All other personnel are airborne qualified. Team members depend on communications, knowing the enemy's order of battle, and equipment identification skills.

(4) Employment. LRS operations are carried out by small, highly trained teams who infiltrate and exfiltrate contested areas by air (helicopter or fixed-wing aircraft), parachute, ground (vehicle or foot), water, or a combination of these methods. Employment ranges for LRSU missions depend on METT-T, operational tempo, and support considerations. LRS detachment teams operate forward of battalion reconnaissance teams and cavalry scouts in the Army division area of interest. The LRS company's teams operate forward of the LRS detachment teams and behind most special operations forces. During retrograde operations or withdrawal of covering forces in

defensive operations, teams may be employed in a stay-behind mode. The surveillance or reconnaissance area is small, has a specified route, or is a specific location or installation. LRS teams depend on detailed intelligence preparation of the battlespace (IPB) from the G-2 for employment. Teams have the following characteristics when performing their tasks:

- They depend on stealth, cover and concealment, and infantry and Ranger skills.
- They avoid contact with enemy forces and the local population.
- They have restricted mobility in the AO.
- They are limited to what can be manpacked or cached.

c. U.S. Army Special Forces Group (Airborne)

(1) Mission Statement. The primary missions generally assigned to special forces (SF) group (Airborne) are unconventional warfare, foreign internal defense, special reconnaissance, direct action, and counterterrorism. Also, certain SF units are specifically organized, trained, and equipped to conduct counterterrorism as a principal mission.

(2) Tasks. The SF group (Airborne) is a multipurpose force that is organized, trained, and equipped to plan, conduct, and support a variety of special operations in all operational environments throughout the range of military operations. Although principally structured for unconventional warfare, SF units are capable of task organizing their composition to meet more specific requirements.

(3) Organization. A SF group (Airborne) is organized a headquarters element and three battalions, each with one support and three operational companies. Each operational company is composed of a headquarters element and 6 operational detachments of 12 personnel. SF units are regionally oriented to specific areas of the world and possess language training and cultural familiarity.

(4) Employment. Operational detachments are normally employed as independent units to accomplish any of the aforementioned missions. The detachments are capable of acting independently for a limited amount of time and are cross-trained to provide redundancy in the required skills to accomplish the mission. When necessary, the teams may be combined and augmented by other support personnel to provide larger task-organized operating forces for significantly enlarged operations. Normally teams are in direct support of friendly, allied, or host forces while larger units operate in a general support role. SF elements are rarely, if ever, employed outside of their specific area of orientation.

d. U.S. Army Rangers

(1) Mission Statement. When employed in special operations, Rangers are primarily tasked to conduct direct action and other special light infantry missions. They may conduct these operations independently or in support of conventional forces or other special operations forces.

(2) Tasks. Rangers are rapidly deployable airborne light infantry organized and trained to conduct highly complex joint direct-action operations in coordination with or in support of other special operations capable units of all Services. They can also execute direct-action operations in support of conventional missions conducted by a combatant commander and can operate as conventional light infantry when properly augmented with other elements of combined-arms forces.

(3) Organization. Rangers are organized into a regiment of three battalions. Battalions are organized into a headquarters company and three rifle companies, each composed of three rifle platoons and a weapons platoon.

(4) Employment. Ranger units normally are employed in battalion or in multibattalion formations, but may be employed on company missions if provided with adequate support. Missions are normally of short duration and include a planned withdrawal or relief by other forces. Normally mounting operations from a secure base, Ranger units require augmented combat service and other support before, during, and when refitting from operations.

CHAPTER 3

COMMAND AND CONTROL

3001. Introduction. Command and control (C2) is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission." (Joint Pub 1-02) This chapter discusses relationships and responsibilities for the C2 of MAGTF reconnaissance and surveillance forces. It then describes key C2 centers and facilities established within the MAGTF.

3002. Command and Staff Relationships and Responsibilities. Command and control of reconnaissance and surveillance units requires close coordination among the commander, his staff sections, and reconnaissance and surveillance unit commanders to ensure that reconnaissance effectively supports operations. The force commander must provide clear planning guidance to his staff and reconnaissance units. The staff must be able to translate the commander's guidance into reconnaissance and surveillance plans, including intelligence collection requirements. Reconnaissance and surveillance unit commanders must then execute the tasks and missions assigned in those plans.

MEF Key Personnel Responsibilities

a. The Role of the Commander

(1) Command Attention. ***Intelligence is an inherent and essential responsibility of command.*** Command attention is critical to military success**.** The commander must ensure that all members of the unit understand the importance placed on intelligence and the requirement to support the intelligence effort -- intelligence, CI and reconnaissance. The commander's involvement in the intelligence process encompasses focusing the intelligence effort, participating in the intelligence process, using intelligence in decisionmaking, supporting the intelligence effort, and providing personal evaluation of the intelligence effort.

(2) Intelligence Requirements. The commander focuses intelligence and supporting ground reconnaissance efforts through articulation of the commander's intent and planning guidance and identification of his PIRs. These drive all resulting intelligence collection, production and dissemination activities and supporting reconnaissance operations. In short, his PIRs are his commander's guidance for unit intelligence operations.

(3) Resource Allocation. A detailed and well thought out concept of intelligence support, developed in accordance with the commander's intent and concept of operations, will provide appropriate allocation of intelligence and reconnaissance capabilities between the MAGTF's main and supporting efforts, and between intelligence and reconnaissance support to current

operations and the continuous support to future operations. Ground reconnaissance resources are limited; many unit ground reconnaissance requirements compete with non-intelligence missions for their use (e.g, direct action missions). All ground reconnaisance have multi-mission roles and may be tasked with offensive operations, fires support, other intelligence other missions in addition to ground reconnaissance missions in support of intelligence operations. These resources in turn, will drive intelligence planning and the actions of reconnaissance units. These decisions are made in consultation with the G-2/S-2, G-3/S-3, the intel bn commander/ISC, and supporting reconnaissance unit commanders. For unit ground reconnaissance operations, therefore, the commander's role in mission prioritization of organic reconnaissance resources is particularly important.

b. MEF Command Element G-2 Section and the Intelligence Battalion Ground Reconnaissance Responsibilities and Roles

(1) Assistant Chief of Staff, G-2. The MEF AC/S G-2 has staff responsibility for intelligence and supporting intelligence, CI and reconnaissance operations, to ground reconnaissance. The commander relies on the intelligence officer to provide the necessary information on the weather, terrain, and enemy capabilities and limitations, status, and threat intentions. Through the intelligence operations plan and supporting intelligence and R&S plans, the MEF AC/S G-2 validates and plans IRs; coordinates intelligence and reconnaissance priorities; integrates collection, production and dissemination activities; allocates resources; assigns specific intelligence and reconnaissance missions to subordinate elements; and supervises the ground reconnaissance and overall intelligence and reconnaissance efforts. Specific all-source and key ground reconnaissance responsibilities of the MEF AC/S G-2 include:

w Developing and answering outstanding MEF and subordinate units' PIRs and IRs by planning, directing, integrating, and supervising organic ground reconnaissance and multi-discipline MEF and supporting intelligence operations.

w Preparing appropriate ground reconnaissance and other intelligence and reconnaissance plans and orders for the MEF and reviewing and coordinating the ground reconnaissance and all-source intelligence plans of JTFs, theaters, and other organizations.

w Submitting and coordinating all-source and ground reconnaissance collection, production, and dissemination requirements beyond the capability of the MEF to satisfy to higher headquarters for JTF or other services ground reconnaissance support.

w Ensuring ground reconnaissance and other intelligence information is rapidly processed, analyzed, and incorporated where appropriate in all-source intelligence products, and rapidly disseminated to all MEF and external units requiring these.

w Evaluating other services, JTF and other ground reconnaissance and all-source intelligence support and adjusting stated IRs, if necessary.

w Identifying and correcting deficiencies in ground reconnaissance and other intelligence and reconnaissance personnel and equipment resources.

w Incorporating realistic exercise ground reconnaissance operations in training exercises in order to improve MEF individual, collective, and unit readiness.

w Facilitating understanding of the employment, capabilities, limitations and use of ground reconnaissance and other intelligence in support of the planning and execution of MEF operations.

(2) G-2 Operations Officer. The G-2 operations officer, under the direction of the MEF AC/S G-2, has primary responsibility for intelligence support to the MEF CG and to the remainder of the MEF CE in support of current operations and future operations. Specific all-source and key ground reconnaissance related duties include (see figure 3-1):

w Coordinating and providing intelligence and reconnaissance support (to include key ground reconnaissance support) to the CG, the G-3 operations section, and the rest of the MEF CE's battlestaff.

w Serving as the G-2 representative to the MEF CE crisis action team (CAT).

w Coordinating, providing and supervising intelligence support to the MEF CE current operations center (COC), future operations center (FOC), and force fires center (FFC).

w Planning, directing and supervising the *Red Cell*.

w Providing recommendations on PIR and IR validation, prioritization, and taskings to the AC/S G-2 and the ISC.

w Coordinating and supervising the transition of intelligence planning and operations from G-2 plans to G-2 future operations, and from G-2 future operations to G-2 current operations, in order to effectively support the MEF's "single battle" transition process.

w Planning, directing and supervising MEF liaison teams to external commands (e.g., the JTF and joint functional components headquarters) and intelligence organizations.

w Coordinating with the ISC and MEF MSCs' G-2 operations officers to ensure unity of effort of MEF intelligence and reconnaissance operations.

w Provide intelligence input and other support to MEF warning and fragmentary orders and to operations related reporting (e.g., periodic situation reports).

w Coordinating intelligence training for the MEF G-2 section and providing G-2 oversight for and integration of the entire MEF intelligence and reconnaissance training program.

w Other intelligence support and tasks as directed by the AC/S G-2.

Figure 3-1. MEF G-2 Division Principal Staff Officers and Relationships

(3) G-2 Plans Officer. The G-2 plans officer, under the direction of the MEF AC/S G-2, has primary responsibility for intelligence and reconnaissance support to the MEF CE's future plans cell. Specific all-source and key ground reconnaissance related duties include (see figure 3-1 above):

w Planning the MEF concept of intelligence and reconnaissance operations for approval by the AC/S G-2 and subsequent implementation by the ISC based upon the mission, threat, commander's intent, guidance, and concept of operations. This concept of intelligence and reconnaissance operations will usually include a supporting ground reconnaissance concept of operations.

w Leading, coordinating and providing intelligence and reconnaissance support to MEF G-5 future plans section.

w Planning and coordinating intelligence and reconnaissance support requirements for and the deployment of intelligence and reconnaissance elements and resources into the AO.

w Providing recommendations on PIR and IR validation, prioritization, and taskings to the AC/S G-2 and the ISC.

w Coordinating, in conjunction with the ISC, G-2 development of Annex B (Intelligence) and Annex M (Geospatial Information and Services) to MEF operations plans (OPLAN), their supporting appendices (such as the initial appendix 14, *Reconnaissance and Surveillance Plan)*, and all intelligence and reconnaissance inputs to other annexes of OPLANs and OPORDs.

w Keeping the G-2 section, other CE staff sections, intelligence liaison personnel, augmentees, and others as appropriate apprised of MEF intelligence and reconnaissance planning actions and requirements.

w Identifying requirements and providing recommendations to the G-2 operations officer for MEF intelligence liaison teams to external commands (e.g., the JTF or other components' headquarters) and intelligence agencies.

w Coordinating and developing policies for MEF intelligence, CI and reconnaissance operations.

w Planning, directing and supervising the MEF G-2's ***imagery and mapping***, CI/HUMINT, SIGINT, and weather sections.

w Other intelligence and reconnaissance support and tasks as directed by the AC/S G-2.

(4) Intelligence Battalion Commander/Intelligence Support Coordinator. The intelligence battalion commander is responsible for planning and directing, collecting, processing, producing and disseminating intelligence, and providing reconnaissance and counterintelligence support to the Marine Expeditionary Force (MEF), MEF MSCs, subordinate MAGTFs, and other commands as directed.

w **Garrison.** In garrison the principal task of the intel bn commander is to organize, train and equip detachments that support MAGTFs or other designated commands to execute integrated collection, intelligence analysis, production and dissemination of intelligence products. The composition of intel bn is shown in figure 3-2.

Figure 3-2. Intelligence Battalion

w **Actual Operations.** During actual operations the intel bn commander is dual-hatted as the intelligence support coordinator, or ISC[1], serving as such under the direct staff cognizance of the MEF AC/S G-2. The intel bn's S-3 section along with the operations center element of the MEF G-2 form the core of the ISC support effort, with planning, direction and C2 conducted within the IOC's support cell. As the ISC he is responsible to the MEF AC/S G-2 for the overall planning and execution of MEF all-source intelligence, CI and reconnaissance operations. Specific all-source and key ground reconnaissance responsibilities of the ISC during actual operations include:

x Implementing the concept of intelligence and reconnaissance operations (and the supporting ground reconnaissance concept of operations) developed by the G-2 plans officer and approved by the AC/S G-2.

x Establishing and supervising operation of the MEF intelligence operations center (IOC), which includes the support cell, the surveillance and reconnaissance cell (SARC), and the P&A cell (see figure 3-3.) Generally the IOC will be co-located with the MEF CE's main command post.

Figure 3-3. Intelligence Operations Center

[1]During garrison operations, many of the tasks listed here are the responsibility of the G-2 operations officer.

x Developing, consolidating, validating, and prioritizing[2] recommended PIRs and IRs to support MAGTF planning and operations.

x Planning, developing, integrating, and coordinating MEF intelligence and reconnaissance collection, production, and dissemination plans, to include the effective organic and external integration and employment of MAGTF ground reconnaissance elements. This includes ISC staff cognizance of MEF SIGINT, imagery intelligence (IMINT), CI, human resources intelligence (HUMINT), geographic intelligence (GEOINT), ground remote sensors, ground reconnaissance, and tactical air reconnaissance intelligence collections, production, and dissemination operations.

x Developing, in conjunction with the G-2 plans officer and G-2 operations officer, and completing Annex B (Intelligence) and Annex M (Geospatial Information and Services) to MEF operations orders (OPORD), their supporting appendices (such as appendix 14, *Reconnaissance and Surveillance Plan*), and all intelligence and reconnaissance inputs to other annexes of OPORDs.

x Planning, developing, integrating, and coordinating intelligence, CI and reconnaissance support to the commander's estimate, situation development, indications and warning, force protection, targeting, and combat assessment.

x Managing and fusing the threat (or *red*) COP/CTP inputs from subordinate units and external commands and intelligence and reconnaissance agencies into the MEF CE's threat COP/CTP.

x Providing intelligence and reconnaissance support to the MEF CE G-2 section and the MSCs.

x Preparing the intelligence and CI estimates to support G-2 plans.

x Preparing friendly intelligence, CI and reconnaissance estimates of supportability for MEF planning and operations.

x Planning, developing, and coordinating intelligence communications and information systems (CIS) architecture(s), to include its integration with and support of MEF ground reconnaissance and other intelligence and reconnaissance requirements.

x Coordinating and integrating MEF ground reconnaissance and all-source intelligence operations with other service components, JTF joint intelligence support element (JISE), theater joint intelligence center (JIC) or joint analysis center (JAC), and national intelligence agencies and operations, to include all aspects of intelligence reachback support.

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[2]The ISC is tasked to perform PIR and IR validation and prioritization ***only*** during actual operations when the IOC is activated. During routine peacetime operations the PIR/IR validation and prioritization tasks are the responsibility of the MEF CE's G-2 operations officer.

x Assisting with the evaluation and improvement of MEF ground reconnaissance and all-source intelligence operations.

x Other intelligence and reconnaissance support and tasks as directed by the AC/S G-2.

(See figure 3-4 for a summary of the principal responsibilities of the AC/S, G-2's, three principal staff subordinate officers.)

Figure 3-4. AC/S G-2's Principal Subordinate Staff Officers and their Responsibilities

(5) Collection Management/Dissemination Officer (CMDO). The CMDO is sourced from the intel bn's S-3 section and is key subordinate to the intel bn commander/ISC during operations. The CMDO is responsible for formulating detailed intelligence (and reconnaissance) collection requirements (ICRs) and intelligence dissemination requirements (IDR) and tasking and coordinating internal and external units and operations to satisfy these. The CMDO receives validated PIRs and IRs and direction from the ISC, and then plans and manages the best methods to employ organic and supporting collection and dissemination resources through the intelligence collection and dissemination plans (separate tabs to Appendix 16, *Intelligence Operations Plan*, to Annex B), which includes all ground reconnaissance collection and dissemination activities. The CMDO is also responsible for validating and forwarding ground reconnaissance and other collection requests from the Marine Expeditionary Force (MEF) and MSCs typically using appropriate intelligence tools and TTP. He also is responsible for coordinating intelligence and reconnaissance CIS requirements and maintaining awareness of available CIS connectivity throughout the MAGTF and with key external organizations. During operations the CMDO works within the support cell (see figure 3-3 above). In coordination with the P&A cell OIC, the SARC OIC, G-2 operations officer,ground reconnaissance-related unit COs/OICs, and the MEF G-6, the CMDO is responsible to the ISC for the following ground reconnaissance-related tasks:

w Determination and coordination of the collection effort of PIRs/IRs that may be collected via ground reconnaissance and supporting resources.

w Determination of PIRs/IRs and preparation of requests for intelligence (RFI) that are beyond organic capabilities and preparing submissions to higher headquarters and external agencies for support.

w Recommending dissemination priorities, development of intelligence reporting criteria to drive collection operations, and advising on and selecting dissemination means.

w Developing and coordinating ground reconnaissance and all-source intelligence collection plans, coordinating and integrating these with MEF, other components, JTF, theater, and national intelligence and reconnaissance operations.

w Developing and coordinating ground reconnaissance and all-source intelligence dissemination plans and supporting CIS architectures for both voice and data networked

communications, and coordinating and integrating these with MEF, other components, JTF, theater, and national intelligence and reconnaissance C2, CIS and dissemination operations.

w Monitoring the flow of ground reconnaissance obtained information throughout the MAGTF and ensuring that it is delivered to intended recipients in a timely fashion and satisfactorily meets their intelligence needs.

w Evaluating the effectiveness of MEF and supporting ground reconnaissance collection and dissemination operations.

(6) Surveillance and Reconnaissance Cell (SARC) OIC. The SARC OIC is also an immediate subordinate of the ISC and is responsible for supervising the execution of the integrated organic, attached, and direct support intelligence collection and reconnaissance operations (see figure 2-8). The SARC OIC is responsible to the ISC for accomplishing the following specific ground reconnaissance-related responsibilities include:

w Coordinating, monitoring, and maintaining the status of all ongoing organic and supporting ground reconnaissance collection operations. This includes:

x Missions, tasked ICRs, and reporting criteria for all collection missions.

x Locations and times for all pertinent fire support control measures.

x Primary and alternate CIS plans for both routine and time-sensitive requirements, both for employed ground reconnaissance collectors as well as between the collectors or the SARC and key MEF CE (e.g., the COC, FFC and the ROC) and MSC C2 nodes, in order to support ongoing C2 of ground reconnaissance collection operations and dissemination of acquired data and intelligence to those needing it via the most expeditious means.

w Conducting and coordinating detailed ground reconnaissance collection planning and coordination with the MSCs and ground reconnaissance organizations planners, with emphasis on ensuring understanding of the collection plan and specified intelligence reporting criteria.

w Ensuring other MAGTF C2 nodes (e.g., the COC, FFC, etc.) are apprised of ongoing ground reconnaissance and other intelligence and reconnaissance operations.

w Receiving routine and time-sensitive ground reconnaissance-related reports from deployed ground reconnaissance elements; cross-cueing among intelligence and reconnaissance collectors, as appropriate; and the rapid dissemination of ground reconnaissance reports to MAGTF C2 nodes, intelligence elements, and others in accordance with standing PIRs/IRs, intelligence reporting criteria and dissemination plan, and the current tactical situation.

(7) Production and Analysis Cell OIC. The P&A cell OIC is the third principal subordinate to the ISC, with primary responsibility for managing and supervising the MEF's all-source intelligence processing and production efforts (see figure 3-3), to include staff cognizance of all

aspects of ground reconnaissance related intelligence production. Key all-source and ground reconnaissance-related responsibilities include:

w Planning, directing and managing operations of the all-source fusion platoon (to include the fusion, order of battle, IPB, and target intelligence/battle damage assessment teams), the topographic platoon, the imagery intelligence platoon (IIP), the direct support teams (DST), and other analysis and production elements as directed.

w Coordinating and integrating P&A cell operations, estimates and products with the MEF G-2 section's G-2 operations branch and its *Red Cell* operations and estimates.

w Maintaining all-source automated intelligence databases, files, workbooks, country studies and other intelligence studies (e.g., SERE and E&E intelligence studies).

w Planning and maintaining imagery, mapping and topographic resources and other intelligence references.

w Administering, integrating, operating, and maintaining intelligence processing and production systems, both unclassified general service (GENSER) and SCI information systems (e.g., JDISS, IAS).

w Analyzing and fusing ground reconnaissance obtained information with other intelligence into tailored all-source intelligence products to satisfy all supported commanders' stated or anticipated PIRs and IRs.

w Developing and maintaining current and future intelligence situational, threat, and environmental assessments and target intelligence based upon all-source analysis, interpretation, and integration.

w Managing and fusing the threat (or *red*) COP/CTP inputs from subordinate units and external commands and intelligence agencies into the MEF CE's threat COP/CTP.

c. Force Reconnaissance Company Leaders

(1) Commander/Detachment Officer-in-Charge. The force recon co commander is responsible for planning for and providing the MEF, and other commands as directed, with ground reconnaissance support to intelligence operations. Reconnaissance units are support organizations specifically designed to gather intelligence information. As such, reconnaissance units and their subordinate elements are tasked directly by the intelligence section of higher headquarters (or the supporting intel bn/ISC. Assisted by the his unit’s own staff, the reconnaissance unit commander works under the staff cognizance of the G-2 and the ISC, and in close coordination with the G-3/S-3. Specific responsibilities and tasks include:

- Recommend the most effective employment of reconnaissance units, to include advice on the employment of ground reconnaissance units in different expeditionary environments, (including riverine, desert, jungle, mountain, and urbanized terrains).

- Assist the G-2 and the ISC in the preparation of a R&S plan, including the following:

  - Assist with the development of ground reconnaissance estimates of supportability

  - Recommend best employment of ground reconnaissance visual, acoustic, imagery collection capabilities.

  - Recommend the number and size of ground reconnaissance patrols

  - Recommend general RAOs

  - Recommend timeframes for the introduction and recovery of ground reconnaissance units before and subsequent to commencement of operations

  - Recommend insertion and extraction methods

  - Recommend and coordinate the CIS support requirements for ground reconnaissance elements (e.g., frequencies, cryptographic support, retransmission requirements, etc.).

  - Recommend CSS requirements

  - Recommend the employment of other types of reconnaissance assets that would be better suited for a particular mission (i.e., air assets or ground remote sensor equipment).

- Assist the G-2 and ISC with the preparation of all information and support requests to higher headquarters during preliminary planning for reconnaissance prior to D-day; coordinate all aspects of reconnaissance employment with higher headquarters, other components, and/or adjacent headquarters throughout operations

- Recommend to the ISC most effective C2 integration of unit intelligence and reconnaissance operations.

- Provide the ISC and other intelligence staff leaders with necessary representatives, as necessary, to the SARC, FOC and other C2 and intelligence operations nodes.

- Establish, operate and maintain the unit's reconnaissance operations center (ROC).

- Provide ground reconnaissance derived reports, limited ground reconnaissance-derived products (e.g., sketches), and secondary imagery to the intel bn/IOC, MEF CE and other commanders.

- Develop ground reconnaissance execution checklists and operational timelines for his unit.

- Ensure the development of coordinating instructions, maneuver and fires control measures, and other mission essential information and support.

(2) Reconnaissance Element/Team Leader. The supporting element/team leader is the actual ground reconaissance operations mission executor. The element/team leader must perform the following duties:

- Issue warning orders to his team based on initial intelligence and operations guidance received.

- Ensure the proper training for each member of his team.

- Ensure that each member of his team has the proper equipment for the prescribed mission.

- Ensure that final C2 and supportinng CIS support and equipment is provided and operational for assigned missions.

- Ensure that final logistical support is provided for assigned missions.

- Provide final input to ground reconnaissance plans, orders, and support measures, including insertion/extraction methods and maneuver and fires support measures for the team's mission.

- Coordinate with insertion, extraction and recovery planners and agencies (particularly the SARC).

- Coordinate fires support.

- Issue mission orders to his team.

- Conduct all intelligence/reconnaissance missions and carry out all orders issued from ISC.

- Ensure timely debriefing of the team/element following recovery.

- Provide the mission report to the ISC or other designated recipients once a mission is completed

- Prepare the team for the next ground reconnaissance mission, including personnel replacements, equipment replacement, resupply of all consumables, proper rest, medical care, and sanitation; ensure reconstitution of his team to full operational status and readiness to perform subsequent missions.

d. Other Command Element Staff

(1) AC/S G-1. The G-1 is responsible for all personnel requirements with regard to the ground reconnaissance effort. MEF ground reconnaissance requirements may require personnel augmentation to satisfy all requirements. All such requests for ground reconnaissance personnel augmentation will be developed by the MEF G-2 and provided to the G-1 for either internal sourcing or for forwarding to higher headquarters for action (e.g., global sourcing).

(2) AC/S G-3. The G-3 is responsible for planning, coordinating, and supervising the tactical employment of units. As such, the movement and operations of ground reconnaissance and supporting units must be coordinated by the G-2 with the G-3 for integration in future and current operations planning. Since some ground reconnaissance supporting units also provide certain non-intelligence capabilities (e.g., force reconnaissance company's direct action capabilities), close coordination between the G-2 and G-3 is necessary for mission prioritization and deconfliction. Additionally, since the G-3 has primary responsibility for the planning and operations of maneuver and fires, he typically is a principal staff user of ground reconnaissance collection, requiring close coordination throughout the planning process to ensure effective ground reconnaissance support. Accordingly, G-3 personnel must understand the capabilities of the different ground reconnaissance units, and the advantages and limitations of different types of ground reconnaissance tasks and support in order to form realistic expectations of ground reconnaissance operations, to effectively and efficiently request appropriate support, and to effectively integrate intelligence and reconnaissance into overall unit operations. Key tasks include:

- Planning, coordinating, and supervising the tactical employment of reconnaissance units conducting non-intelligence missions

- Integrating fire support with the operations of ground reconnaissance units

- Developing counterreconnaissance, deception and force protection plans to protect reconnaissance units

- Recommending priorities for allocation of personnel, weapons, equipment, and ammunition to all forces, including reconnaissance units.

(3) AC/S G-4. The G-4 is responsible for the logistic support of attached ground reconnaissance units. To ensure the required support is available, arrangements should be developed early in the deployment which meet the particular needs of the deployed ground reconnaissance-supported unit. Special attention is drawn to logistics requirements of ground reconnaissance units' unique equipment (e.g., SCUBA and parachut resources).

(4) AC/S G-5. The G-5 is the principal staff responsible for all long-range (future) planning and joint planning matters. Normally, a G-5 is found only at the MEF and MARFOR levels; at lower MEF echelons future planning is the responsibility of the G-3. The G-5's understanding of ground reconnaissance and the type of support he requires parallels that of the G-3.

(5) AC/S G-6. The G-6 is responsible for providing for and protecting CIS connectivity and operations, both within and external to the MEF. This includes providing the communication paths, network accesses, and frequencies for ground reconnaissance organizations organic, attached to and/or supporting the command, which requires significant systems knowledge across ground reconnaissance and all-source intelligence CIS.

3003. Intelligence and Ground Reconnaissance Command and Control.

a. MEF Command Element Intelligence C2 Nodes -- Combat Intelligence Center (CIC) and the Intelligence Battalion Intelligence Operations Center (IOC). The CIC and its subordinate elements are the principal MAGTF intelligence C2 and operations nodes that provide the facilities and infrastructure for the centralized direction for the MEF's comprehensive intelligence, CI and reconnaissance operations (see figure 3-5). Since the CIC must effectively support the entire MEF's intelligence and reconnaissance efforts, it must remain responsive to the requirements of ***all elements of the MAGTF***. In supporting this objective, the CIC integrates and supports both MEF G-2 section and intelligence battalion, force reconnaissance company, radio battalion, and other organic and supporting intelligence and reconnaissance operations. While integrated, the organizational approach differs some for each of the two key parts -- the MEF CE's G-2 elements and the IOC.

Combat Intelligence Center (CIC)—overarching intelligence operations center established within the MEF main command post. Encompasses the primary functions of the MEF intelligence section and Intelligence Battalion. It includes the sub-elements listed below.

G-2 Plans—main element of the G-2 section for coordinating and providing intelligence and reconnaissance support to the MEF CE future plans team; and leadership and direction of the G-2 section's imagery and mapping, SIGINT, and weather sections.

G-2 Operations—main element of the G-2 section for coordinating and providing intelligence and reconnaissance support to the MEF CE CG, battle staff and current operations center elements; target intelligence support to the force fires and future operations; G-2 section intelligence requirements management activities; Red Cell support; and MEF intelligence liaison with external commands and organizations.

Intelligence Operations Center (IOC)—principal MEF intelligence operations and C2 center that is established by Intelligence Battalion. Performs intelligence requirements management, staff cognizance of ongoing organic and supporting collection operations, intelligence analysis and production, and intelligence dissemination.

*** Support Cell**—primary element for conducting MEF-wide intelligence requirements management; weather support; collections and dissemination planning and direction; and intelligence staff cognizance of MEF organic and supporting intelligence and reconnaissance operations.

*** Production and Analysis (P&A) Cell**—primary analysis and production element of the MEF. Processes and produces all-source intelligence products in response to requirements of the MEF. Additionally, it is the principal IMINT and GEOINT production element of the MEF.

*** Surveillance and Reconnaissance Cell (SARC)**—primary element for the supervision of MEF collection operations. Directs, coordinates, and monitors intelligence and reconnaissance collection operations conducted by organic, attached, and direct support collection assets.

CI/HUMINT Company Command Post—primary element for conducting CI/HUMINT planning and direction, command and control, and coordination of MEF CI/HUMINT operations with external CI/HUMINT organizations.

Operations Control and Analysis Center (OCAC)—main node for the C2 of radio battalion SIGINT operations and the overall coordination of MEF SIGINT operations. Processes, analyzes, produces, and disseminates SIGINT-derived information and directs the ground-based electronic warfare activities of the radio battalion.

Reconnaissance Operations Center (ROC)—main node for the C2 of force reconnaissance company's operations and the overall coordination of MEF ground reconnaissance operations. Processes, analyzes, produces, and disseminates ground reconnaissance-derived information in support of MEF intelligence requirements.

Figure 3-5. MEF CE CIC and Intelligence Battalion IOC Key Elements

b. G-2 Section. The key G-2 section's nodes are organized to effectively align and support the MEF CE's staff cross-functional cellular staff organization and concept of operations. The G-2 plans branch is aligned to provide intelligence and reconnaissance planning support the MEF CE's future plans cell efforts. The G-2 operations branch, however, is aligned to provide intelligence and reconnaissance support to the MEF CE's COC, FOC, force fires center and to direct and manage the G-2's Red Cell and the MEF's external intelligence liaison teams (see figure 3-6).

Figure 3-6. MEF CE Cross-Functional Cellular Organization and Intelligence Support

CIC facilities, CIS and other support must allow the AC/S G-2 and G-2 section to perform the following major tasks:

(1) Developing and answering outstanding MEF and subordinate units' PIRs and IRs by planning, directing, integrating, and supervising MEF organic and supporting intelligence, CI and reconnaissance operations.

(2) Planning the MEF concept of intelligence and reconnaissance operations for approval by the AC/S G-2 and subsequent implementation by the ISC based upon the mission, threat, commander's intent, guidance, concept of operations, and other METT-T factors.

(3) Recommend CI and force protection measures and countermeasures.

(4) Preparing appropriate intelligence and reconnaissance plans and orders for the MEF, to include reviewing, coordinating, and integrating the intelligence and reconnaissance plans of JTFs, theaters, and other organizations.

(5) Coordinating, providing and facilitating the use of intelligence to the MEF CG, the battlestaff, the future plans cells, the FOC , the COC, and the force fires center.

(6) Planning, directing and supervising MEF liaison teams to external commands (e.g., the JTF and joint functional components headquarters) and other external intelligence and reconnaissance organizations.

(7) Coordinating and supervising the transition of intelligence and reconnaissance planning and operations from G-2 plans to G-2 future operations, and from G-2 future operations to G-2 current operations, in order to effectively support the MEF's "single battle" transition process.

c. Intelligence Operations Center. The IOC is the other principal MEF CE intelligence C2 and operations node. The key subordinate elements within the IOC and their typical composition are the support cell, the SARC, and the production and analysis (P&A) cell (see figure 3-7). It

provides the facilities, CIS and other support to allow the ISC, intel bn and other supporting intelligence and reconnaissance elements to perform the following tasks:

Figure 3-7. Intelligence Operations Center Elements and Composition

(1) Provide centralized direction for MEF intelligence and reconnaissance operations under the staff cognizance of the AC/S G-2, which he executes via the ISC. The IOC is the core for this task, with key assistance from the G-2 plans and G-2 operations elements.

(2) Consistent with the commander's priorities, consolidate, validate, and prioritize IRs of the entire force. The key CIC element providing for this is the CMD section within the IOC's support cell. Intelligence specialists from all disciplines, to include as required from ground reconnaissance, generally are organic to this section.

(3) Plan, develop, and direct the MEF collection, production, and dissemination plans and operations. The key CIC elements providing for this are the CMD section within the IOC's support cell and the P&A cell.

(4) Submit consolidated requests for external intelligence and reconnaissance support through the Marine component headquarters to appropriate agencies. The key CIC element providing for this is the CMD section within the IOC's support cell, with assistance from the P&A cell and the G-2 operations branch.

(5) Allow the ISC to exercise, per AC/S G-2 cognizance, principal staff cognizance of MEF organic and supporting intelligence, CI and reconnaissance operations, to include SIGINT, IMINT, HUMINT, GEOINT, CI, MASINT, ground reconnaissance, and aerial reconnaissance operations.

(6) Coordinate and manage the employment of MEF organic intelligence and reconnaissance collection assets and operations through the IOC's SARC. Within the SARC will be representatives from most organic and supporting intelligence and reconnaissance units to provide C2 and reporting of ongoing intelligence operations, to include representatives from force reconnaissance company.

(7) Maintain a consolidated, all-source intelligence production center in the MEF in IOC's P&A cell. The other node with significant intelligence production involvement is the radio battalion's OCAC. Additionally, support from force reconnaissance company may be required to effectively process, evaluate, integrate, interpret and fuse information obtained from ground reconnaissance operations with other intelligence information to produce necessary all-source intelligence products. Similar to the CMD section, intelligence specialists from all intelligence disciplines generally are organic to the P&A cell.

(8) Link the MEF CE to national, theater, joint, other-Services, and multinational intelligence and reconnaissance assets and operations. All intelligence intel bn and G-2 section nodes have common and unique capabilities to perform critical tasks within this function. In addition to MEF CE common communications pathways provided by the communications battalion, the IOC generally will also have unique intelligence communications capability, such as Trojan Spirit II.

c. Surveillance and Reconnaissance Cell (SARC). The SARC is the principal intelligence functional cell for the supervision of MEF intelligence and reconnaissance collection operations. It is responsible for C2 and intelligence operations direction, coordination, monitoring and reporting of ongoing and supporting collections operations and reporting. The SARC itself will be task organized for an operation in accordance with METT-T, the intelligence and reconnaissance concepts of operations, and intelligence and reconnaissance task organization and C2 (see figure 3-8). It generally will consist of representatives and supporting CIS from all organic intelligence and reconnaissance units. With the advent of greater information technology and other CIS capabilities, aspects of SARC operations may be "virtual" -- i.e., the SARC functions may be accomplished via effective C2 and CIS integration of all supporting intelligence and reconnaissance collectors and their principal nodes, vice dedicated representatives within the SARC facility.

The SARC's location vis-a-vis other IOC and MEF CE nodes will be situation dependent. Generally it will be collocated either with the COC or the IOC support cell.

The SARC receives collection and operations orders from the IOC CMDO. The SARC OIC and supporting representatives then issues a warning order to assigned units and prepares the execution order for conducting the intelligence and reconnaissance collection missions. During the execution of collection operations, the SARC monitors intelligence and reconnaissance reporting activities of all deployed collection teams (e.g., ground reconnaissance teams, SSTs) and supporting operations (e.g., a UAV mission), maintains the deployed collection teams/missions operational and CIS situation status, and oversees and coordinates resupply and unit/team movement requirements.

Figure 3-8. Notional SARC Composition and Select Systems

d. Reconnaissance Operations Center (ROC). The ROC is the principal C2, operations, and information center for force reconnaissance company's ground reconnaissance units. ROC watchstanding personnel maintain close coordination with the SARC from which it receives mission orders and coordinates operational planning. The ROC personnel also monitor communications of all employed ground reconnaissance teams, receives status and intelligence reports, evaluates these against current IR tasks and intelligence reporting criteria, record and graphically portray current ground recon unit locations and threat situations, and makes routine

and time-sensitive reports to the G-2 section, P&A cell, or other designated recipients in accordance with the intelligence disseminate plan.

The ROC is normally established whenever the force reconnaissance company deploys in general support of the MAGTF CE. Generally it will be collocated with elements of the IOC, although METT-T requirements may cause it to be located with the COC or elsewhere. The ROC normally operates as a stand-alone C2 and operations node under the staff cognizance of the AC/S G-2 and the ISC.

(1) Function. The function of the ROC includes integrated planning with broader MEF intelligence and reconnaissance operations, development of the ground reconnaissance unit's estimate of supportability and subsequent ground reconnaissance plan, recommendations on the employment of reconnaissance teams to support the general scheme of maneuver and concepts of operations, C2 of insertions and extractions of ground reconnaissance teams, and the monitoring and support of all ongoing ground reconnaissance operations. Committed reconnaissance teams report directly to the ROC, and the ROC forwards pertinent information to G-2/S-2 via the reconnaissance liaison officer.

The ROC maintains the following mission planning and operations aids:

- Situation maps
  - Operations situation map (This map portrays the friendly situation.)
  - Intelligence situation map (This map portrays the enemy situation and the positions of intelligence gathering assets.)
  - Modified combined obstacles overlay
  - Current event template with annotated named areas of interest (NAI), time phase lines for threat movements, and current estimated threat courses of action.
  - Location and status of designated Army, joint and combined ground reconnaissance elements.
- Status Boards
  - Reconnaissance team status board
  - Execution checklist matrix board
  - Astronomical/weather/challenge and password board

{ Significant events board

{ Reconnaissance and surveillance events matrix.

(2) Location. The ROC generally is located in close proximity to either the MEF CE's COC or the IOC.

(3) Organization. The ROC is organized into three functional areas: operations, intelligence, and communications. Each area is headed by the appropriate staff officer who is directly responsible to the force reconnaissance company's commanding officer for his function. However, the operations officer is delegated the authority to coordinate the functioning of the ROC and to act on the behalf of the commanding officer in his absence. (A sample description of ROC standing operating procedures (SOP) is included as appendix D to this publication.)

(a) The ROC is contained in one facility. The facility normally includes one tent and one tactical vehicle. The tent provides the general working space for the unit's operations, intelligence, and communications sections. The watch officer's and communications supervisor's field desks are located within the tent, as well as the operations and intelligence status and situation boards.

(b) One tactical vehicle is attached to the tent and used as a communications center. The vehicle contains the unit's radio and other communications terminals. The ROC radio operators are located in the communications vehicle.

(c) An additional CP tent is usually set up in close proximity to the ROC for briefing/debriefing. This tent contains the S-2 and S-1 field desks and functions as the future operations work area.

d. Liaison Cell(s). A liaison cell is the team of reconnaissance personnel sent by the reconnaissance unit to the SARC or to another supported unit's G-2/S-2 section. The establishment and maintenance of this liaison function is to ensure proper use of ground reconnaissance assets and products.

(1) Function. The purpose of the liaison cell is to ensure complete and effective planning and coordination of the reconnaissance unit's receipt of mission tasking to the fielding of teams by the reconnaissance unit to fulfill the unit's mission and to ensure the complete reporting of all intelligence information collected by the teams in the field.

(2) Location. The liaison team may be found in a variety of places, operating either as a team or in several centers at once. Normally, the team is located in the SARC under the cognizance of the SARC OIC. The cell may also be collocated with the IOC support cell or COC. Wherever assigned, the liaison personnel are responsible for coordinating between all relevant cells and centers and the ROC. Additional liaison and communications personnel may be assigned as needed.

(3) Duties of the Liaison Cell. Liaison staff coordinates all current, pending, and future missions with the MAGTF ISC and other relevant cells and centers.

(a) For current and near-term future operations, detailed coordination with ISC support cell and P&A cell, G-3/S-3 current operations, and the FSCC is a continuous function.

(b) Liaison personnel periodically coordinate with the G-2/S-2 future plans officer, the IOC CMDO, and the G-3/S-3 future operations section to ensure that the ground reconnaissance unit commander is apprised of all ground reconnaissance employment plans being considered. This is critical to ensure that the unit provides relevant and timely COAs and estimates of supportability that will best support the MEF CE's overall concept of operations and PIRs/IRs.

(c) The reconnaissance unit usually maintains secure telephone and LAN connectivity between the liaison staff and the ROC operations staff to facilitate flow of information between the ground reconnaissance unit unit and all other MEF/IOC elements. Messengers are used as an alternate means of communication.

(d) The duties and responsibilities of the liaison officer are as follows:

- Be familiar with the mission of each ground reconnaissance team, the concept of reconnaissance with regards to future intelligence missions and tasks, and the overall scheme of maneuver for all friendly units.
- Be familiar with the enemy's situation and current estimated COAs.
- Know the current positions of all ground reconnaissance teams, their RAOs, and any corresponding RFAs in effect.
- Review all message traffic during the past 24 hours and obtain copies, if necessary, before reporting to the MAGTF COC/CIC.
- Know the operational and CIS status of each team and any upcoming insertions or extractions. This includes exactly how many teams are available; how many are currently committed; how many are in reserve; and any communication problems, including the last communications with committed teams.
- Ensure the maintenance of a mapboard and automated information databases depicting the current disposition of committed ground reconnaissance teams and all materials needed for C2 and recordkeeping, including a journal log and copies of any tactical air requests.

e. Overall MEF Intelligence and Reconnaissance C2 Relationships. The MEF G-2 section, intelligence battalion, and force reconnaissance company overall command and control relationships and resulting all-source intelligence support flow throughout the MEF are as indicated in figure 3-9.

Figure 3-9. MEF G-2, Intelligence Battalion and Force Reconnaissance Company C2 Relationship and MEF Intelligence Support Flow

Chapter 4

Ground Reconnaissance Employment

4001. Introduction. This chapter discusses the employment of ground reconnaissance across the range of military operations. It covers reconnaissance support relationships; types of ground reconnaissance missions; general methods of ground reconnaissance; key reconnaissance tasks; methods of insertion and extraction; key considerations in reconnaissance support during offensive, defensive, and retrograde operations and in MOOTW; and special environmental concerns. Employment considerations specific to amphibious operations are covered in chapter 7.

The approach to reconnaissance employment that best supports maneuver warfare and operational maneuver from the sea (OMFTS) is reconnaissance pull. In operations based on reconnaissance pull, reconnaissance forces are used as operational-level assets. Reconnaissance elements identify the surfaces and gaps in overall hostile dispositions and permit the commander to shape the battlespace. Making rapid decisions based on the flow of reconnaissance information, friendly combat forces are drawn to and through the weak spots in the enemy defense and seek to quickly exploit the advantages gained. Reconnaissance pull requires early commitment of reconnaissance elements, allowance for the time necessary to fully develop the reconnaissance picture, a smooth flow of information from reconnaissance elements directly to supported commanders and staffs at *both* the MAGTF/GCE and those units in immediate need of reconnaissance data, and a high tempo of operations to exploit information in real-time.

Overall Intel Bn Concept of Employment. Intel Bn has the capability to simultaneously support two MEU(SOC)s while maintaining support to the MEF. It is employed in accordance with the intelligence concept of operations developed by the MEF G-2. During operations, Intel Bn units are employed under either general support, direct support or attached command relationships.

w General Support. Under general support, Intel Bn elements are tasked by the MAGTF commander through the G/S-2 to satisfy the intelligence requirements and to support the force protection requirements of the entire force.

w Direct Support. Task-organized detachments consisting of elements from some or all of the Intel Bn's subordinate units may be placed in direct support of a subordinate commander to focus intelligence support for particular phases of an operation or to create enhanced intelligence nodes in support of subordinate elements.

w Attached. When MAGTFs of less than a full MEF size are deployed, task-organized detachments from Intel Bn will normally be attached to the MAGTF's CE. Additionally, situational factors may require that Intel Bn elements be attached to MAGTF subordinate elements.

b. Unique Intel Bn Elements Concept of Employment. Subordinate elements of Intel Bn provide highly specialized intelligence capabilities. Specific concepts of employment for each are situationally dependent. The following paragraphs provide unique basic employment planning guidance for specified Intel Bn elements.

w CI/HUMINT Co. The CI/HUMINT company or task-organized HUMINT exploitation teams (HET) is usually employed in general support of the MAGTF. Subordinate elements of the company may be placed in general support of the MEF, placed in direct support of subordinate commands, or attached to subordinate elements. Additionally, a task-organized HET will be provided to most subordinate MAGTFs and may be used to support joint operations.

4002. Command and Control Relationships

a. Operational. The C2 relationships used to assign missions to subordinate units in the MEF are either command or various support relationships. During operations ground reconnaissance units are employed under the staff cognizance (see figure 4-1) of the MEF AC/S G-2 in accordance with the intelligence concept of operations and plans developed by the ISC and approved by the MEF AC/S G-2. The following are the principal operational C2 relationships for force reconnaissance company [1].

Figure 4-1. Definition of *Staff Cognizance*

w General Support. A unit assigned under a general support command relationship supports the organization as a whole and stays under the command of the parent unit. This mission enhances total force operational flexibility and makes the supporting unit immediately responsive to the needs of the organization as a whole. General support is the most centralized form of support and is used when scarce resources must be available to the force as a whole and cannot be committed to any one subordinate unit. Under general support, force reconnaissance company teams operate and other elements are tasked by the MEF commander through the G/S-2, who exercises staff cognizance of force reconnaissance company. The MEF AC/S G-2 exercises this authority via the ISC, who ultimately develops detailed intellence and reconnaissance plans and missions for force reconnaissance company and other organic and supporting intelligence organizations in order to satisfy the entire MEF IRs.

w Direct Support. Task-organized force reconnaissance company teams or detachments consisting of elements may be placed in direct support of a subordinate commander to focus intelligence and ground reconnaissance support for particular phases of an operation or to create enhanced intelligence operations nodes in support of subordinate elements. A unit force reconnaisance company element operating in direct support of another unit is concerned primarily with responding to the IR and other intelligence needs of the supported unit, and thus is

1 [1]These C2 relationships also apply to the preponderance of other MEF and Marine Division ground reconnaissance units.

authorized to respond directly to requests by the supported unit and may undertake other missions only if they do not interfere with support of the supported unit.

w Attached. When MAGTFs of less than a full MEF size are deployed, task-organized platoons or detachments from force reconnaissance company will normally be attached to the MAGTF's CE. For example, a force reconnaissance platoon is usually attached to the MEU(SOC) CE. Additionally, METT-T situational factors may require that force reconnaissance company elements be attached to MAGTF subordinate elements.

Because of the nature of maneuver warfare, ground reconnaissance units will most likely be employed in rapidly developing and fluid situations. The main effort may shift suddenly from one subordinate element to another. Such situations often require modifications or complete changes in reconnaissance elements' missions, or cause other changes affecting important details such as insertion and extraction plans, schedules, means of transportation, or reconnaissance technique. Ground reconnaissance units are therefore best employed in general support at the owning-unit level (i.e., MEF, division, regiment, battalion). The owning-unit commander and his staff are usually best equipped to determine the best use of reconnaissance assets at any given time, provide the necessary support to reconnaissance elements, and disseminate the results of reconnaissance to user units.

Ground reconnaissance units may also be attached (short term) to some force for the accomplishment of a particular mission. Normally, ground reconnaissance units or personnel that are attached will be under the command of the gaining unit commander, which he exercises via his intelligence officer's staff cognizance of the ground reconnaissance element. In such situation, administrative, CSS and other support may or may not be under the responsibility of the gaining unit commander. The attachment orders must specify the full scope of operational C2 authority and support retained by the parent unit or passed to the gaining unit. Administrative and CSS support responsibilities would normally be given to the gaining unit when long periods are involved and when the parent organization is geographically distant. In other situations, the parent unit may retain responsibility for specialized logistic support that is beyond the capability of the gaining unit to provide.

It is occasionally appropriate to place reconnaissance assets in direct support of some subordinate element, or even to attach them to specific units. For example, direct support is often appropriate when maneuver units conduct a reconnaissance in force or an armed reconnaissance. Attachment may be necessary when the subordinate unit is employed on an independent mission or when it is given an area of responsibility (AOR) so extensive that effective reconnaissance is beyond its organic capabilities. In general, however, attached and direct support relationships limit the overall operational and intelligence flexibility of the MEF commander and makes for inefficient use of ground reconnaissance forces.

b. Administrative, Combat Service Support and Other Support. Force reconnaissance company is a subordinate unit of the MEF headquarters group (MHG). Administrative, CSS and other support beyond the capability of the force reconnaissance company is the responsibility of the MHG. As described above, if elements of force reconnaissance company are either attached

to or placed in direct support of another unit, the scope and specific administrative, CSS and other support responsibilities of the gaining unit must be specified.

4003. Ground Reconnaissance Missions. The employment of reconnaissance assets, regardless of the type of unit, is often discussed under the headings of close, distant, and deep reconnaissance (defined in chapter 1). In practice, some assets may work exclusively in one area of the battlefield, while other assets may work throughout the AO. At times, teams from the same unit will simultaneously work different categories of the reconnaissance effort.

Regardless of the depth of penetration required, reconnaissance missions may be designated as route, area, zone, and force oriented, or as some combination of the four.

a. Route Reconnaissance. A route reconnaissance is a directed effort to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that rout. Route reconnaissance is focused along a specific line of communications, such as a road, railway, or waterway, to provide new or updated information on conditions and activities along the route.

(1) A route reconnaissance normally precedes the movement of forces. It provides detailed information about a specific route and the surrounding terrain that could be used to influence movement along that route.

(2) Considerations include trafficability, danger areas, critical points, vehicle weight and size limitations, and locations of obstacle emplacement.

(3) The limits of the mission are normally described by a line of departure, a route, and a limit of advance.

b. Area Reconnaissance. An area reconnaissance is a directed effort to obtain detailed information concerning the terrain or hostile activity within a prescribed area, such as a town, ridgeline, woods, or other feature critical to operations. An area reconnaissance can be made of a single point, such as a bridge or installation. This could include hostile headquarters, key terrain, objective areas, critical installations, and other similar targets.

(1) Emphasis is placed on reaching the area without being detected.

(2) Hostile situations encountered en route are developed only enough to allow the reconnoitering units to report and bypass.

c. Zone. A zone reconnaissance is a directed effort to obtain detailed information concerning all routes, obstacles (to include chemical or radiological contamination), terrain, and hostile forces within a zone defined by boundaries. A zone reconnaissance normally is assigned when the enemy situation is vague or when information concerning cross-country trafficability is desired.

Zone reconnaissance concerns itself with the total integrated intelligence picture of a space defined by length and breadth. The size of the area depends on the potential for information on hostile forces, terrain, and weather in the zone; the requirements levied by the commander; and the reconnaissance forces available to exploit the intelligence value of the zone.

(1) The commander specifies specific routes or areas of interest within the zone.

(2) The zone to be reconnoitered usually is described by a line of departure, lateral boundaries, and a limit of advance.

d. Force Oriented. A force-oriented reconnaissance is focused not on a geographic area but on a specific fighting organization, wherever it may be or go.

Force-oriented reconnaissance concerns itself with intelligence information required about a specific enemy or target unit. In this case, the reconnaissance element will orient on that specific force, moving when necessary to observe that unit and reporting all required information (both requested and other pertinent observed and collected information).

(1) Reconnaissance units are generally tasked to determine the location, disposition, and depth of hostile forces.

(2) The mobility of reconnaissance forces assigned a force-oriented mission normally should match or exceed that of the target force.

(3) The commander should place minimal control measures on the reconnoitering unit to ensure its safety while not hindering the execution of its mission.

4004. Methods of Conducting Ground Reconnaissance. A variety of methods can be employed to conduct reconnaissance by using either aerial, ground, or amphibious assets or combinations of these means. These methods include patrolling, armed reconnaissance, or reconnaissance by fire.

a. Patrols. A patrol is a detachment of ground, sea, or air forces sent out for the purpose of gathering information or carrying out a destructive, harassing, mopping-up, or security mission. Patrolling is the principal method employed in ground reconnaissance by reconnaissance units at every level. Relying on stealth rather than combat strength, reconnaissance patrols gather information about the enemy, terrain, or resources, fighting only when necessary to complete the mission or to defend themselves. Patrols may be either mounted or dismounted, or may employ a combination of the two forms.

(1) Mounted. Mounted patrols use vehicles to enhance their rate of movement. Vehicles used may range from high mobility multipurpose wheeled vehicles (HMMWVs) to LAVs, amphibious tractors (AMTRACs), trucks, or even helicopters. This mode of patrolling is use when speed is paramount and the danger of detection is minimal.

(2) Dismounted. Dismounted patrols are conducted on foot. This type of patrolling is used when the area to be patrolled is small enough to cover on foot, when the terrain is unsuitable for vehicular patrols, when there is a high level of danger because of hostile action, and when stealth is of the utmost importance.

A reconnaissance patrol should be kept to the minimum number of personnel required to accomplish the mission. A mission requiring a patrol to remain away from its unit for a considerable period of time, or one requiring a patrol to send back information by messenger, increases the size of the patrol. Reconnaissance patrols seldom exceed a squad in strength. Unit integrity should be preserved whenever possible. Intelligence personnel, interpreters, and other specialists, such as radio operators or engineers, are assigned to a patrol if the particular mission requires.

b. Armed Reconnaissance. Armed reconnaissance is a mission with the primary purpose of locating and attacking targets of opportunity, i.e., threat materiel, personnel, and facilities, in assigned general areas or along assigned ground communications routes, and not for the purpose of attacking specific briefed targets.

(1) In certain circumstances, a patrol made up of specialized ground reconnaissance personnel may be tasked to conduct an armed reconnaissance mission in which the patrol is authorized to attack targets of opportunity in its prescribed patrol area.

(2) LAV units or tank battalion scout sections are well suited for these missions.

c. Reconnaissance by Fire. Reconnaissance by fire is a method of reconnaissance in which fire is placed on a suspected enemy position to cause the enemy to disclose a presence by movement or return of fire.

(1) Reconnaissance by fire may be conducted by either fire support or maneuver forces. It is seldom conducted by specialized reconnaissance forces that normally rely on stealth.

(2) The employment of reconnaissance by fire may be restricted by existing rules of engagement.

4005. Key Reconnaissance Tasks. The following should be considered as key reconnaissance tasks in any operation:

- Obtain the location, description, composition, equipment, activities, and identification of hostile forces

- Identify hostile forces' strengths and weaknesses

- Discover gaps or vulnerabilities in hostile forces' dispositions

- Determine hostile forces' ability to reinforce
- Confirm or refute apparent hostile COAs
- Detect and report high-value targets
- Confirm trafficability and other significant terrain and weather characteristics
- Conduct reconnaissance and surveillance of designated NAIs
- Conduct surveillance of and develop/survey LZs, beaches and other designated areas or targets
- Develop/survey route(s) for amphibious assault
- Report collected information in accrodance with current intelligence reporting criteria and the intelligence dissemination plan
- Implant and recover remote sensors, relays and other supporting equipment at critical points
- Determine locations of minefields and other obstacles
- Conduct imagery collection of designated targets
- Detect obstacles to air assault/amphibious assault movement to contact
- Provide terminal guidance and control of supporting fires.

4006. Insertion and Extraction. Insertion/extraction is a major aspect of reconnaissance employment, with implications for supporting units (especially those providing transportation and supporting fires), OPSEC, scheduling, and ultimately mission accomplishment. The method chosen will depend on the factors of METT-T, including the specific capabilities of the reconnaissance forces available, the transport options available, the friendly and hostile situations, the distances involved, and timing issues (certain options are viable only under certain visibility, weather, and/or tidal conditions). The insertion/extraction means listed below are categorized by the basic means of transport—surface, air, or amphibious. More than one means is often used to execute a single mission, for example, a team might parachute drop and then move by foot patrol or be inserted by submarine followed by surface swim and foot patrol.

a. Methods of Insertion and Extraction

(1) Surface Insertion/Extraction. Surface insertion/extraction is the simplest and often the only method readily available. It is also the slowest. Surface insertion/extraction may be by foot, by vehicle, or by a combination of the two.

(a) Walking Foot Patrol. Insertion by foot is considered the most reliable and secure method. However, it is the slowest. A passage of lines must be coordinated in detail for insertion, as well as for extraction.

(b) Vehicular. Mounted inserts are normally conducted from an inland command post or mobile command post. The usability of this insertion/extraction technique depends on the threat situation. Following insertion, mission execution and extraction may be either mounted or dismounted.

(c) Stay Behind. Reconnaissance elements may accompany other forces into a target area by using any variety of mobility, then remain behind (usually dismounted) to execute the reconnaissance mission.

(2) Aerial Insertion and Extraction

(a) Helicopter/Helicopter Rope. Inland helicopter insertions are normally conducted when the anti-air threat is low. Helicopters are very flexible, but ingress/egress routes into the particular insertion area and the difficulty of aerial navigation must be carefully evaluated.

1 Helicopter Landing. Landing the helicopter in an LZ is fast and normally dependable. However, this method is susceptible to compromise en route to, or in, the LZ.

2 Rappelling. Rappelling is reserved for those instances where the LZ cannot accommodate the insertion helicopter for a variety of reasons. With adequate training, a team can be inserted quickly by rappelling; however, this method makes the aircraft more susceptible to ground-to-air and air-to-air fire.

3 Fast Rope. Fast roping is reserved for those instances where the LZ cannot accommodate the insertion aircraft. With sufficient training, a team can be quickly inserted by using the fast rope technique. Fast roping is faster than rappelling and reduces aircraft exposure to ground-to-air and air-to-air fire. A limitation, however, is the amount of equipment an individual Marine can carry while conducting a fast rope insertion (currently 35 pounds).

4 Special Patrol Insertion and Extraction. The special patrol insertion and extraction (SPIE) technique is an alternate insertion method. Aircraft and personnel suspended from the SPIE are more susceptible to ground fire because of the longer time required to land and unhook. The SPIE technique is usually used for extraction of personnel when the LZ cannot accommodate the aircraft.

(b) Parachute. Parachute (from fixed- or rotary-wing aircraft) insertion offers stealth and often allows for reconnaissance personnel to be dropped close to the target. Extraction must be by other means. Various options include the following:

- Low-level static-line insertion.

  - The MC1-1B/C has a maximum altitude of 4,500' above ground level (AGL).

  - The MC1-1B/C has a minimum of 800' AGL (from a fixed wing aircraft) for training and 500' AGL for combat situations.

  - The minimum altitude for CH-53 is 1,250' AGL and for CH-46 it is 1,500' AGL.

  - In using this insertion method, winds on the surface cannot exceed 15 knots over water and drop altitude cannot exceed 30 knots.

  - On land, the maximum winds on the surface cannot exceed 13 knots and drop altitude winds cannot exceed 30 knots.

- High-altitude, high opening (HAHO) insertion.

  - The MC-5 has a maximum opening altitude of 25,000' mean sea level (MSL).

  - The MC-5 static-line configured parachute can exit from 25,000' MSL maximum.

  - Minimum altitude for the MC-5 static-line is 3,000' AGL for ground and 2,000' above water level.

  - In using this insertion method, the winds on the surface cannot exceed 18 knots, there is no restriction for winds at altitude with this parachute.

- High-altitude, low opening (HALO) insertion.

  - The MC-5 has a maximum opening altitude of 25,000' MSL.

  - Parachutists can be released from 35,000' MSL.

  - Minimum exit altitude is 5,000' MSL.

  - Minimum opening altitude for training 4,000' AGL over the highest terrain.

  - Minimum opening altitude for combat operations is 2,500' AGL over the highest terrain over the opening point.

- In using this insertion method the winds on the surface cannot exceed 18 knots, there is no restriction for winds at altitude with this parachute.

(3) Amphibious Insertion and Extraction

(a) Surface. Surface water insertion can be by boat, by swimming, or by some combination of the two.

1 Boat. Boat insertion will normally be used for a long-distance ship-to-shore transit and/or when the mission requires carrying a substantial amount of gear. Depending on the reconnaissance unit and supporting units available, a variety of boat types is available.

2 Surface Swim. The scout swimmer technique will be used when the distance from the primary vehicle (helicopter, patrol boat, submarine, rubber boat, or landing craft) is relatively short and/or the situation does not permit the insertion vehicle to beach.

3 High-Speed Cast/Helocast. In a high-speed cast, Marines exit a fast-moving boat directly into the water. In helocast, Marines alone or with a Zodiac boat exit a helicopter into the water. High-speed cast/helocast will be used when the distance from ship to shore exceeds the capability of boats or the situation requires speed, but stealth is not an overriding factor. Boats can be used in conjunction with this technique.

(b) Subsurface. Subsurface insertion and extraction can be executed by means of submarine, underwater swimming, or a combination of the two.

1 Submarine Lock-Out. Submarine lock-out is normally used when conducting advance force operations for the commander, amphibious task force (CATF) and coordinated by the Navy (underwater demolition teams/SEAL teams). Submarine lock-out requires extensive training and coordination. Rubber boats and/or scout swimmer techniques may be used in conjunction with submarines. Submarines may conduct both wet- and dry-deck operations to support swimmers or surface water inserations via small boats.

2 Underwater Swim Using Breathing Apparatus. Underwater swimmers may use either conventional Self-Contained Underwater Breathing Apparatus (SCUBA) gear or closed-circuit underwater breathing apparatus (UBA). UBA is used for infiltration/exfiltrationwhen stealth is a primary consideration. Divers have restricted bottom time due to the availability of air/oxygen and compliance with the standard Navy dive tables.

b. Selection of Method and Timing for Insertion. The method selected should insert the patrol into the operating area with the least probability of detection by hostile forces and as

close to the objective as possible without risking detection. The time allowed for the execution of a reconnaissance mission should appear in the reconnaissance and surveillance plan. This time may be stated directly, or it may be implied by a statement of the date by which the collected information is required. Insertions should normally be executed during darkness as close to the end of evening nautical twilight (EENT) as possible to allow maximum time to execute the mission before beginning of morning nautical twilight (BMNT). When conducting amphibious operations, the landing time selected is partially based on the optimum surf conditions. Specific considerations include the following:

- Hostile detection and reaction capabilities
- Reconnaissance team capabilities
- Capabilities and availability of transport vehicles
- Proximity of suitable landing areas to the objective area
- Astronomical data, weather, and hydrography in the recovery area.

c. Selection of Insertion Area. When selecting an insertion area, consideration must be given to the timeline: The time/distance factor is of great importance. The threat situation, terrain, weather, and load being carried will affect the rate of movement. When conducting amphibious operations, a coastal landing beach is normally selected. The predominant factor considered when selecting a coastal landing beach is the surf and the effect it will have on swimmers and boats. Reconnaissance planners select primary and alternate insertion points by using the following criteria. The insertion point must:

- Allow the undetected approach and retirement of the insertion vehicle
- Be located on or near recognizable terrain features
- Be within time/distance range for mission accomplishment
- Be within range of supporting arms
- Allow maneuver or landing of the insertion vehicle
- Allow for errors in predicted drift of swimmers and/or boats.

d. Extraction Considerations. The planning considerations, preparations, tactics, and techniques for extraction are basically the same as those used for insertion (minus parachuting). The recovery method selected should be simple, rapid, and the least detectable by hostile forces. Because reconnaissance teams are often deep in hostile terrain, the distance involved may not allow an all-land extraction by either foot or vehicle. Depending on the

situation, vehicles may be used. The initial phase of the extraction will normally be by land (foot) and will terminate in an air or water recovery. In some situations, the reconnaissance team may not be extracted immediately after completing their mission. For example, it may be assigned a terminal guidance mission with a planned recovery involving a linkup with friendly forces. Primary recovery times will be selected to provide for changes in weather, surf conditions, or an increase in the anticipated duration of the patrol. Alternate times are selected in the same manner as primary times and usually occur in approximately 24-hour intervals. Finally, extraction planning should include a contingency plan for the passage of friendly lines in the event the unit is uncovered by maneuvering forces.

e. Selection of Extraction Area. The area selected for extraction should be easily recognizable by the patrol and the extraction forces. Reconnaissance planners will select primary and alternate extraction points by using the following criteria. The extraction point must:

- Be located on defendable terrain
- Be located on or near recognizable terrain feature(s)
- Allow undetected approach and retirement of the recovery vehicle(s)
- Allow the secure use of homing signals, if required
- Allow maneuver or landing of the recovery vehicles
- Allow for errors in predicted drift or swimmers and/or boats
- Be within range of supporting arms.

4007. Reconnaissance Support in Offensive Operations. Ground reconnaissance support is particularly useful in offensive action because friendly forces will be advancing into little-known territory. Although many reconnaissance elements have significant combat and direct-action capabilities, it is important in such operations that they be employed primarily in their reconnaissance functions in support of unit intelligence operations. Reconnaissance elements will normally strive to avoid detection or engagement by hostile forces.

a. Deep Reconnaissance. Reconnaissance elements, particularly those from the force reconnaissance company, are often employed for deep reconnaissance well forward of the advancing ground units. Insertion of these elements is usually by parachute or helicopter. This deep reconnaissance is normally performed to gain information about movement of hostile forces. A secondary purpose is to emplace remote sensors and relays, collect imagery, and to observe enemy forces' entry into and/or exit from the sensor fields, or to collect critical terrain or weather information. Permission to engage any hostile forces by external fire support is granted only for highly lucrative targets. Force reconnaissance employment is

relatively independent of the activities of the landing force because of the distances involved between the force reconnaissance teams and advancing ground units.

b. Ground Reconnaissance Support to Other Missions

(1) Movement to Contact. When the MAGTF is moving forward to gain contact with hostile forces, ground reconnaissance elements may operate either in general support (preferred), in direct support, or as attachments to maneuver units. Missions during movement to contact normally include ground reconnaissance to the front to detect and locate hostile forces as well as reconnaissance on the flanks of the moving units. These reconnaissance missions do not include point or flank security for the advancing infantry units. Ground reconnaissance elements report the location and movement of hostile forces but are not used to physically screen friendly movement. The destruction or neutralization of hostile security elements can best be accomplished by regular ground combat units. Ground reconnaissance elements may, however, be tasked to use/coordinate supporting arms to attrit or disrupt enemy forces in support of MAGTF offensive ground operations.

(2) Attack. Once hostile forces have been located and a hasty or deliberate attack commences, disposition of ground reconnaissance forces depends on the commander's progressive requirements for intelligence and security. Reconnaissance elements may be attached to units that are on separate missions or beyond supporting distance of the parent unit. While the attack is underway, reconnaissance elements may be employed in reconnaissance and surveillance operations either on the flanks or between widely separated friendly units. Reconnaissance personnel may be employed in hostile rear areas after either being lifted around hostile forces by air or moving on foot through gaps between hostile units. Reconnaissance units are used to obtain information that will influence tactical decisions by the commander. Of particular importance are hostile force activities that may indicate their intentions (i.e., reinforce, withdraw, etc.) and COAs.

(3) During Exploitation or Pursuit. During an exploitation or pursuit, ground reconnaissance elements may operate in general support (preferred) of, in direct support of, or attached to subordinate maneuver units. When the operational tempo and speed of movement are rapid, employment of ground reconnaissance troops on the flanks of the advancing troops may not be feasible. By using helicopters and/or organic motor transport, as well as vehicles such as those found in the LAR battalion, reconnaissance elements may operate well in advance of the leading maneuver units. Reconnaissance elements will operate in a bold and aggressive manner in these actions and are used to locate enemy rear guards, isolated positions, and remnants of the main enemy force.

4008. Reconnaissance Support in Defensive Operations. Because of the distances involved in the conduct of deep ground reconnaissance missions, the employment of reconnaissance assets in these operations is relatively independent of the operations of the rest of the MAGTF. In defensive combat, reconnaissance assets continue to collect intelligence information for the MAGTF and subordinate commanders. The force reconnaissance company and LAR battalion normally emphasize surveillance of routes of advance into the AO or main battle area (MBA).

Movement of significant hostile forces is promptly reported. If ground reconnaissance elements observe the movement of a large hostile unit, they may be tasked to engage it by controlling supporting arms, usually air support. Resorting to organic fires, even in the case of relatively well-armed reconnaissance forces like the LAR battalion, normally occurs only on order and only against a hostile force of such significance that possible compromise of the reconnaissance force's presence is warranted.

The division reconnaissance battalion is normally employed in the security area. It is used to locate hostile forces, provide information concerning their movements and dispositions, and prevent them from achieving surprise. Surveillance of major avenues of approach into the defensive area is maintained. Reconnaissance forces may be employed in this phase of combat to implant sensors and to collect other critically needed terrain and weather information. Reconnaissance activities emphasize the long-range detection of hostile forces, and permission may be granted to engage, by external fire support, any such forces sighted to disrupt and delay their advance. The value of the target should outweigh the costs of compromise and recovery of the team.

4009. Reconnaissance Support in Retrograde Operations. During retrograde operations, reconnaissance support continues to operate across the spectrum of intelligence and reconnaissance missions. By using both penetration and stay-behind insertions, ground reconnaissance elements will identify hostile units, as well as their activities, movements, and axes of advance. Reconnaissance elements can also support rear-guard actions through control of supporting arms, clandestine tactical recovery of aircraft and personnel (TRAP) missions, and so on.

4010. Reconnaissance Support in Military Operations Other Than War. The characteristics of specialized reconnaissance elements can take on an unusual importance in MOOTW. Operations other than war can range from direct-action combat missions to disaster relief and humanitarian operations. Sometimes a variety of such actions can intermingle with more conventional operations in what has been called a "three-block war." Such operations are often highly visible to the news media and have serious political ramifications for the American public, world opinion, and the host nation. They call for pinpoint intelligence collection accuracy and timely reporting to support MAGTFdelivery of services, fires or other support, and also usually for great restraint in the use of force. Ground reconnaissance operations in MOOTW may emphasize nontraditional objectives, for example, the location and identification of lines of communications, services, and infrastructure to support threatened civilian populations.

Highly trained and skilled ground reconnaissance personnel are often uniquely suited to this environment. The superb training on threat forces and their activities, together with their precision shooting skills of trained snipers and other fires support abilities, often offer the most appropriate form of firepower in certain MOOTW. Force protection is critically important during MOOTWs, and ground reconnaissance forces habitually avoid decisive engagement through stealth. Also useful is the ability of ground reconnaissance elements to insert/extract in difficult terrain with very long-range communications capabilities. These skills may be used in anything from locating hostile guerrilla bands to finding lost children or groups of frightened, starving

refugees. In MOOTW conducted on urbanized terrain, reconnaissance forces are well suited to exploiting inland waterways, underground tunnel and drainage systems, and other unique terrain features.

4011. Environmental Considerations. Ground reconnaissance assets may prove particularly useful during operations in unique or extreme operational environments. Commanders and staff should consider the potential advantages, as well as the limits and special requirements, of using specialized reconnaissance forces in these environments. The advantages depend on the special capabilities, knowledge, training, and equipment of reconnaissance personnel, particularly their insertion/extraction, observational, and communications abilities. The disadvantages derive from their limited firepower, their limited logistical endurance, and the limits to human endurance under the stress of combat and harsh environmentals. The environments under discussion include the following:

- Military operations on urbanized terrain (MOUT)
- Mountains
- Deserts
- Jungle
- Cold weather
- Riverine areas
- NBC and hazardous material situations.

If plans call for the use of reconnaissance forces in these environments, there will be special requirements in the form of specialized training, personnel, equipment, and support. Commanders, staff, and reconnaissance personnel should be alert to such special requirements. Although reconnaissance personnel may be cleared for various operational environments, there are limits to the range of expertise that can be acquired before a specific contingency. For example, it may be necessary to conduct reconnaissance in a zone heavily contaminated by biological weapons. In such a case organic reconnaissance units might need to be augmented with highly trained biological warfare experts, either from MAGTF assets or from external organizations like the Chemical, Biological, Incident Response Force (CBIRF). When biological threats are the result of diseases endemic to an area rather than hostile activities, reconnaissance units may need external medical support. Reconnaissance units may not have on hand the appropriate equipment—cold weather clothing, climbing gear, and so on—for specific environments. Reconnaissance elements on extended missions in arid environments may require water support from external logistical assets.

4012. Other Ground Reconnaissance Units' Tasks. Reconnaissance units are routinely called on to undertake high-risk/high-value missions that require their unique infiltration/exfiltration

skills. These "direct actions," while often necessary, are not reconnaissance activities. They decrease the availability of specialized reconnaissance assets needed for satisfaction of the IRs and must be weighted against other commander's priorities. Direct-action missions may also cause high casualties among highly specialized reconnaissance personnel, thus reducing the overall reconnaissance capabilities of the force for an extended period. These collateral tasks are briefly listed below.

a. Limited-Scale Raids. Such operations may be intended to capture selected prisoners/equipment or to conduct demolition of high-value facilities.

b. Clandestine Tactical Recovery of Aircraft and Personnel. Clandestine TRAP requires the capability to conduct overland recovery of downed aircraft and personnel, sanitize aircraft, and provide advanced trauma life support in a benign or hostile environment.

c. Initial Terminal Guidance. ITG missions require the ability to establish and operate navigational, signal, and/or electronic devices for guiding helicopter and surface waves from a designated point to an LZ or beach.

d. Control Supporting Arms. Because of their insertion, stealth, and communications capabilities, reconnaissance elements are often well suited to control supporting arms (e.g., artillery, close air support, naval surface fires support, battlefield interdiction, etc.).

e. Implant/Recover Sensors. Ground reconnaissance elements may be tasked with implanting or recovering GSP provided remote sensors and relays.

CHAPTER 5

SUPPORTED COMMANDER's PLANNING AND COORDINATION

5001.Introduction. This chapter discusses ground reconnaissance planning and coordination from the standpoint of the higher headquarters that has C2 of a supporting reconnaissance unit's operations. It examines the interaction between reconnaissance planning and other planning cycles. Because reconnaissance missions are intelligence operations, the typical IRs that drive the reconnaissance and surveillance plan are explained. Also described are the development of the reconnaissance and surveillance plan itself and the ways in which the commander and the reconnaissance and surveillance plan support the reconnaissance unit's own planning (described in more detail in chapter 6).

5002.Planning Cycles. Planning is a continuous, anticipatory, interactive, cyclic process. The reconnaissance unit's planning takes place within the context of other planning cycles: the commander's overall planning cycle, the intelligence cycle, and development of the reconnaissance and surveillance plan and its thorough integration with unit all source intelligence operations (ee figure 5-1.)

FIGURE 5-1. PLANNING CYCLES

Planning is fundamentally a participatory process. The plan itself, once it emerges, is a necessary tool. However, the *process* of planning is important because of the learning and shared understanding that result when planning is done properly. "Planning cannot be done *to* or *for* an organization; it must be done *by* it." (Marine Corps Doctrinal Publication (MCDP) 5, *Planning*.) As a rule, any commander or organization affected by a plan should have the opportunity to contribute to it. This is because the commanders and organizations are close to the problem, and they will naturally have a great stake in the success of a plan of their own design. The senior commander provides an overall plan of action that harmonizes the actions of all the elements of the force, but the increasingly detailed elements of design should generally be left to successively lower echelons.

Intelligence operations, including reconnaissance, must be linked to overall MAGTF operations throughout the planning, decision, execution, and assessment (PDE&A) cycle at all levels. Reconnaissance helps shape the plan and provides knowledge that facilitates execution. It helps identify changes in the situation that require modification of the plan or that trigger decisions during the conduct of the operation. At the same time, the nature of the mission and the concept of operations focus and shape the reconnaissance effort. PIRs and reconnaissance are continually evaluated to ensure that they are focused on supporting mission accomplishment.

In providing support to the commander, Marine intelligence organizations carry out the following six specific intelligence functions:

- Support the commander's estimate
- Develop the situation
- Provide indications and warning (I&W)
- Support force protection
- Support targeting
- Support combat assessment.

All six functions are carried out continuously during the PDE&A cycle at all levels throughout the force. However, particular functions may be stressed more during one phase of the cycle, and different units may emphasize one or two functions over the others on the basis of their individual missions. Table 5-1 illustrates the relationship between the intelligence functions, the commander's decisionmaking, and reconnaissance activities.

Reconnaissance is conducted within the framework of the intelligence cycle. A specific reconnaissance action may support the entire cycle or a specific step within it -- but always remaining focused on the PIRs and IRs it is supporting. The intelligence cycle consists of six steps: planning and direction, collection, processing and exploitation, production, dissemination, and utilization. (See Figure 5-2.) An understanding of the intelligence cycle is critical to the execution of successful reconnaissance. Reconnaissance units are both collectors and consumers of intelligence: They must be aware of their role in the intelligence process and they must understand the relationship between the steps in the process to ensure that their collection efforts focus on the mission and facilitate rapid decisionmaking in the execution of successful combat operations.

Table 5-1. Relationship Between Operations, Intelligence Functions, and Reconnaissance Activities

Commander's Focus	Intelligence Functions	Reconnaissance Activities
Plan a mission	Support to commander's estimate	Support planning and report on PIRs
Execute the mission	Situation development	Observe and report on enemy reactions
Orient on contingencies	Indications and warning	Provide surveillance
Force Protection	Support to force protection	Locate threat forces and identify capabilities
Plan fire support	Support to targeting	Locate and identify targets
Reorient forces and plan future operations	Support to combat assessment	Respond to new taskings

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Figure 5-2. The Intelligence Cycle

No one phase of the intelligence cycle is more important than the others—all of the phases are interdependent. However, without effective intelligence requirements management (IRM) -- and its integrated intelligence collection requirements (ICR), intelligence production requirements (IPR), and intelligence dissemination requirements (IDR) management -- too much or too little information may be available and what information there is may prove to be irrelevant, misused or providing to those needing it in a timely manner and useful format. ICR management is the process of converting IRs into a collection plan that addresses collection requirements, establishes priorities, tasks or coordinates with appropriate collection sources or agencies, monitors results, and retasks as required. The purpose of collection management is to conduct an effective effort to collect all necessary data while ensuring the efficient use of limited and

valuable collection assets—particularly reconnaissance assets. A primary tool of collection management is the reconnaissance and surveillance plan (discussed below).

5003.Planning Considerations. All planning is driven by the commander's intent and by his designation of PIRs. This guidance helps intelligence and reconnaissance planners identify and prioritize collection, production and dissemination requirements and supporting activities. Key inputs and practical steps in the supported unit's reconnaissance planning are described in the following paragraphs.

a.Intelligence Requirements. An IR is any requirement for intelligence that can fill a gap in the command's knowledge and understanding of the battlespace or enemy forces. It is a missing piece of information about the enemy or environment that a commander needs to know to make a sound decision. In Marine Corps usage, an IR is a question about the enemy or the environment, the answer to which is required for the commander to make sound decisions, and to support subsequent planning and execution of an operation. IRs cover the entire spectrum of information that is needed concerning the battlespace and the threat. Examples of IRs follow:

- Will the highway bridge at coordinates XXYYZZ support amphibious assault vehicles?
- Are port facilities and conditions suitable for a maritime prepositioning force pierside offload?
- What is the reaction time and estimated routes of advance of the enemy garrison located south of the AO at coordinates XXYYZZ?

IRs drive the intelligence cycle and form the basis for intelligence planning and the tasking of ground reconnaissance units. Properly articulated, mission-oriented IRs focus the intelligence effort and provide the foundation for useful reconnaissance.

The scarce intelligence assets and limited time available will rarely permit the satisfaction of all of a command's IRs. Therefore, the intelligence effort should be focused on those requirements that are critical to mission success. IRs are divided into two categories: PIRs and IRs. PIRs are those IRs that focus on the threat and the environment. PIRs are "intelligence requirements associated with a decision that will critically affect the overall success of the command's mission." (MCDP 2) PIRs are linked to specific decisions, are approved by the commander and, in effect, constitute the commander's guidance for intelligence. Some notional PIRs are the following questions:

- What is the composition, disposition, locations and equipment of the enemy forces defending ATF objective B?
- Which bridges over the Sand River are intact?
- Will the enemy use chemical weapons against the beach support area on D-day?

Tools such as the Marine Corps Intelligence Activity produced *Generic Intelligence Requirements Handbook* (GIRH) and the *Urban Generic Intelligence Requirements Handbook* are value tools to begin IR planning. Each tactical situation, however, poses distinct problems and specific gaps in intelligence; however, the commander will often have PIRs that concern the most likely enemy COA, the most dangerous enemy COA, and critical enemy vulnerabilities that can be exploited.

Each PIR or IR has the following characteristics:

- It asks only one question.
- It focuses on specific facts, events, or activities concerning the enemy or the battlespace.
- It is tied to mission planning, decisionmaking, and execution.
- It provides a clear, concise statement of what intelligence is required.
- It contains geographic and time elements to limit the scope of the requirement.

The nature and scope of PIRs and IRs will vary with the mission and the level of command. IRs may be simple or complex. They will also differ depending on the particular phase in the PDE&A cycle; requirements will generally become more focused as planners move through the cycle. During execution, the intelligence effort should be directed to a small number of PIRs that are closely linked to the concept of operations.

b. Warning Order. A warning order should be issued to all reconnaissance and surveillance units as soon as appropriate PIRs have been identified. This allows units to provide feedback to planners concerning unit capabilities and concerns regarding each PIR and to begin their own internal planning for anticipated tasks. At the MEF CE level, the ISC, through his CMDO or SARC OIC, generally will prepare and issue warning orders to force reconnaissance company. With the division warning orders for division reconnaissance battalion and LAR Bn will be prepared and issued by the G-2 section's intelligence operations officer.

c. Develop the Reconnaissance and Surveillance Plan. The reconnaissance and surveillance plan is prepared by the G-2/S-2 in close coordination with the G-3/S-3 and with the assistance of the supporting ground reconnaissance units and other commands and agencies that are responsible for specific tasks associated with the conduct of reconnaissance missions.

The reconnaissance and surveillance (R&S) plan is Appendix 14 to Annex B, Intelligence, of the operation plan (OPLAN)/operation order (OPORD). Its two key tabs relevant to ground reconnaissance planning are Tab A, *Ground Reconnaissance Plan*, and Tab B, *Remote Sensors Surveillance Plan*. The R&S plan along with appendix 1, *Priority Intelligence*

Requirements, the overarching appendix 16, *Intelligence Operations Plan*, and appendix 11, *Surveillance, Evasion, Resistance, and Escape* (SERE) are the key planning vehicles for the horizontal and vertical coordination of ground reconnaissance assets and tasks. The R&S plan allocates resources and assigns specific reconnaissance missions to subordinate elements. It follows the five-paragraph OPORD format. The R&S plan must include the mission assigned to each reconnaissance task unit as well as specific responsibilities pertaining to the specific operation, communications, PIRs/IRs and intelligence reporting, withdrawal, recovery, and SERE. Those paragraphs describing the missions and activities of friendly forces are usually limited. Those concerned with the enemy, terrain, and weather are expanded to include all of the available information and intelligence. The R&S plan does not contain instructions relative to the operation of specific patrols unless those operations affect other organizations.

The general factors that affect development of the R&S plan are as follows:

- Specific PIRs and IRs and the assessment of the unit's intelligence planners as to which intelligence and reconnaissance collectors are most suitable to task to help develop answers to these.
- Time available
- Assets available
- Knowledge of the enemy situation
- Available information from other sources
- Enemy counterreconnaissance capabilities
- Risk management and other force protection considerations

Specific issues to be considered when developing the reconnaissance and surveillance plan are discussed in the following paragraphs.

(1) Selection of the Proper Asset for Each Task. Some PIRs obviously lend themselves to some particular collection means (e.g., aerial reconnaissance, SIGINT, ground reconnaissance), while others could be satisfied by any of a number of methods. Selection of a collection asset will depend on the assets available, the workload and its distribution, and the relationship between PIRs (e.g., a set of intelligence targets may lie in the same geographical area and can be most efficiently handled by the same unit). The choice of units for any specific operation is based on the available units' particular capabilities, which include mobility, equipment, and skill levels (both the level and focus of training). These affect a unit's response time, accuracy, reliability, and survivability, as well as its ability to report and its capabilities for insertion and extraction. The actual tasking of various PIRs to ground reconnaissance assets is done by the ISC at the MEF level and the

G-2/S-2 within the GCE in coordination with the G-3/S-3 and the reconnaissance unit commander/special staff officer for reconnaissance.

(2) Maintenance of a Reconnaissance Reserve. To sustain ground reconnaissance, planners should take into consideration the requirement for a ground reconnaissance reserve. Particularly when using the reconnaissance-pull approach, a reconnaissance reserve should be carefully maintained so that fresh reconnaissance elements are always available to support developing situations and to provide a surge capability. The general rule is one-third committed, one-third planning/rehearsing, and one-third resting/reconstituting, although specific METT-T factors will drive each situation. When the task load becomes so great that maintenance of such a reserve becomes impossible, planners should look for opportunities to use less heavily committed intelligence and reconnaissance assets (or even other combat and combat service support assets) to fulfill appropriate PIRs and IRs.

(3) Forward and Reverse Planning Timeline. Starting with the timeline established by the commander, the ISC or the G-2/S-2 for acquisition of the desired information, planners must consider the times required for ground reconnaissance unit preparation, insertion, mission execution, extraction, recovery, and debriefing. If the acquisition deadline does not allow time for these steps, then either another collection asset should be identified or the deadline should be revised.

d. Issue the Reconnaissance and Surveillance Plan. The reconnaissance and surveillance plan is issued to all concerned staff sections, reconnaissance units, and units providing support to mission executors.

The reconnaissance and surveillance plan then serves as the basis on which the ground reconnaissance unit commander/special staff officer for reconnaissance will prepare the ground reconnaissance plan (which becomes Tab A to the reconnaissance and surveillance plan).

The ground reconnaissance plan provides for vertical and horizontal coordination of the activities of both the ground reconnaissance unit and supporting units. The ground reconnaissance plan is more fully discussed in chapter 6. The plan format appears in appendix G.

5004.Requirement for the Isolation of Participating Troops. The supported commander is responsible for providing reconnaissance units with a secure isolation area. Most reconnaissance missions are sensitive. Primarily for reasons of operational security, reconnaissance units must be able to isolate themselves, their information, their equipment, and their planning process from observation by both friendly and threat personnel to prevent any compromise of compartmented information and classified tactics and equipment. Such isolation is particularly necessary—and difficult—aboard ship.

Another reason for isolating reconnaissance personnel is to minimize their exposure to information that is irrelevant to their specific mission but that might be compromised in the event of their capture during a reconnaissance operation.

When a reconnaissance unit is in isolation, it does not leave the isolation area for any reason. Reconnaissance personnel do all planning and coordination from this site. A good isolation area possesses the following attributes:

- It is in a concealed or secluded location.
- It has items that are essential for the planning phase, including terrain boards or similar substitutes for constructing terrain models and other supplies.
- It has a platoon runner who is responsible for getting supplies, food, and anything else the unit may need from outside the isolation site.
- It has communication with the IOC our supported G-2/S-2 for intelligence updates.
- It has adequate rehearsal areas.

CHAPTER 6

GROUND RECONNAISSANCE UNIT PLANNING

6001.Introduction. This chapter addresses planning by reconnaissance units. It does not cover planning by the individual subelements or teams that actually execute specific ground reconnaissance missions. Using the BAMCIS planning model (begin planning, arrange for, make reconnaissance, complete the plan, issue the orders, supervise (see MCRP 3-11.2A, *Marine Troop Leader's Guide*, Appendix A)), this chapter discusses the planning problem from the standpoint of the reconnaissance unit commander. The reconnaissance unit commander is simultaneously the parent unit's G-2/S-2's principal adviser for ground reconnaissance operations. Because the unit commander is the primary intermediary between parent-unit planners and the ground reconnaissance teams who actually execute specific missions, he conducts much of the coordination between the teams and the other elements (e.g., aviation, communications, logistics, and fire support) that make reconnaissance operations effective.

This chapter focuses primarily on preparation of the ground reconnaissance plan and discusses that plan within a context in which multiple missions are being planned and executed simultaneously. This may be the case when planning for a major operation, especially an amphibious operation. During sustained operations, however, missions are likely to appear singly or in small groups in a more or less constant stream. In that case, individual team taskings are normally handled as fragmentary orders (FRAGOs).

The BAMCIS planning model involves the following six steps:

- Begin planning
- Arrange for (preliminary supporting actions)
- Make (preliminary reconnaissance)
- Complete the plan
- Issue the order
- Supervise the planning and preparation by subordinates and the conduct of operations.

6002.Receive Order. Because the reconnaissance unit commander is also the G-2/S-2's or ISC's principal advisor for reconnaissance, the unit will become aware of possible reconnaissance missions almost as soon as the higher staff does and before the issuance of formal warning and execution orders. Even before the reconnaissance and surveillance plan is finalized, reconnaissance unit-level planners can therefore begin analyzing the possible missions

and thinking through the implications of those missions. They advise the staff concerning possible means of mission accomplishment, including the following information:

- Identification of ground reconnaissance assets available and qualified to execute the mission
- Identification of ground reconnaissance assets capabilities and limitations to support specific PIRs and IRs satisfaction.
- Insertion/extraction requirements
- Operational environment
- Time requirements
- Support requirements:
  - Preliminary intelligence required (e.g., maps or other imagery)
  - Personnel requirements (e.g., subject-matter experts)
  - Transportation
  - Unusual logistical requirements
  - CIS requirements and support
  - Force protection and survivability
- Mission impact on unit workload and reserve status.

To provide useful advice, reconnaissance unit planners must understand the higher staff's planning process and the techniques of forward and reverse planning (discussed in chapter 5).

6003. The BAMCIS Model

a. Begin Planning. The reconnaissance unit begins planning based on preliminary information or a formal warning order. (This preliminary information or warning order is normally passed as soon as possible to subelements who may receive the tasking.) The warning order should include the mission statement (including the commander's intent), the commander's guidance, and any other information that will assist subordinate units with their planning (e.g., changes in task organization, earliest time of movement, etc.). The higher headquarters' OPORD or FRAGO will contain the higher commander's intent.

To begin planning, the reconnaissance unit normally should accomplish the tasks described in the following subparagraphs.

(1) Analyze Mission. Mission analysis is the first step in planning. The purpose of mission analysis is to review and analyze orders, guidance, and other information provided by the ISC or G-2/S-2 and produce a reconnaissance unit mission statement—and, in the case of each individual reconnaissance mission, a reconnaissance team mission statement. By using the information provided in the commander's orientation and the orders from higher headquarters, the reconnaissance unit identifies the specified, implied, and essential tasks.

(a) Identify Specified Tasks. Specified tasks are those tasks specifically assigned to a unit by its higher headquarters. They are derived primarily from the mission and execution paragraphs of the higher headquarters OPORD but may be found elsewhere, such as in the coordinating instructions or annexes. Any specified task that pertains to any element of the unit should be identified.

(b) Identify Implied Tasks. Implied tasks are tasks that should be performed to accomplish specified tasks but are not explicitly stated in the higher headquarters order. Implied tasks emerge from analysis of the higher headquarters order, the threat, and the terrain.

(c) Identify Essential Tasks. Essential tasks are those specified or implied tasks that define mission success. Once they have been identified as essential tasks, they form the basis of the mission statement. The answer to the question, "Must we do this task for the next higher commander to say we accomplished our mission?" will determine if a task is truly essential to the mission.

(2) Collect Information. Various types of information will be needed to plan further. The unit should immediately begin collecting information on the target area, on possible routes into and out of it, and on support resources available.

(3) Identify Requirements. Further requirements for information and support beyond organic unit capabilities should be identified as soon as possible and passed to the parent unit staff. Other requirements to be considered in unit planning are the number of teams and the priority of tasks.

(a) Number of Teams. The number of teams used depends on the number, scope, and difficulty of the missions; the time allowed for execution of the missions; and the geographical area in which the missions must be performed. Broad reconnaissance missions must be analyzed to determine how many specific tasks must be performed. These tasks are then broken down into individual team missions. Separate tasks that require a patrol to operate in a specific location may be assigned to a single patrol. Diverse tasks, each requiring special equipment even though performed in the same vicinity, are normally assigned to more than one team. An

extension of the time allowed may permit the use of fewer teams through assignment of multiple missions to each team.

(b) Mission Prioritization. Higher headquarters will assign an order of priority for all collection tasks. As new tasks are identified, these priorities are likely to require adjustment. This will require constant interaction and consultation with the tasking headquarters.

(4) Planning Considerations. The reconnaissance unit commander should consult closely with his subordinate team leaders concerning the issues in the following subparagraphs.

(a) Mission, Enemy, Terrain and Weather, Troops and Support Available-Time Available. Standard METT-T considerations have significant influence on ground reconnaissance planning.

(b) Insertion/Extraction Methods. Various means for insertion and extraction may be available. Determination of the most appropriate means will depend on matters like time available, the environment, the level of stealth required, enemy detection capabilities, and the training levels of the team actually tasked.

(c) Method of Patrol. The method of patrol (mounted or dismounted) will depend on a range of factors, including unit equipment and capabilities, time available, terrain, and the enemy situation.

(d) Movement Rates. Rates will vary depending on the means of mobility used, the terrain, the weather, the threat, and the time permitted for movement by lighting conditions (which will vary with time of year and latitude).

(e) Communications and Information Systems. The means of CIS will be limited not only by equipment available and by the information to be reported (e.g., verbal description rather than digital imagery), but by distance, terrain, and enemy detection and direction-finding capabilities. (Planning ranges for specific radio types, basic antenna types, and general communications information are covered in MCRP 2-15.3B, *Reconnaissance Reports Guide*.)

(f) Reporting. Specific missions may require unique or specialized reporting techniques or formats. Standard reconnaissance report formats and units of measurement are covered in MCRP 2-15.3B. During actual operations, the IOC CMDO will develop specific intelligence reporting criteria and the overall intelligence dissemination plan that will focus ground reconnaissance reporting.

(g) Fire Support and Reconnaissance Areas of Operation. Fire support is particularly important to reconnaissance teams because they are lightly armed and often employed deep in enemy territory. Timely, responsive fire support is

particularly useful in helping reconnaissance teams to break unwanted contact with enemy forces. The specific fire support available to any particular reconnaissance team may vary considerably depending on the situation, fire support assets available, and the depth of reconnaissance penetration (close, distant, deep). On the other hand, uncoordinated friendly fires pose a serious threat to reconnaissance forces deployed on enemy-held terrain. A key factor in the coordination of fire support is designation of the reconnaissance area of operation(RAO) and restricted fires areas (RFA).

Reconnaissance units are employed in small teams operating in areas widely separated from and not in proximity to friendly units. The methods used to designate operational areas for ground combat units are therefore not readily adaptable for use by reconnaissance units, so an RAO is established. For fire support, this area functions exactly like any other AO. The reconnaissance team inside the RAO/RFA may (if so directed/permitted in the OPORD) fire on any targets without outside coordination/approval, while no outside fire support agency may fire inside an RAO/RFA without approval of the reconnaissance team for which it is established.

The distinguishing aspects of an RAO are its size and shape and the activity that takes place within it. A reconnaissance team merely conducts reconnaissance inside an RAO. It does not maintain tactical control (TACON) of that RAO in the same sense that an infantry commander is responsible for TACON of his TAOR. An RAO is large enough only to provide a l,000-meter safety zone on all sides of the reconnaissance team and its patrol route. Because friendly units are usually not in the immediate vicinity of a reconnaissance team, there is usually no need to place the RAO boundaries on recognizable terrain features -- although such should be done if it significantly benefits maneuver and fires control. Therefore, the RAO is usually square or rectangular for the sake of simplicity. (See Figure 6-1 on page 6-6.) However, because of the proximity of other reconnaissance teams or other friendly forces, there may be circumstances in which the boundaries of the RAO are placed on recognizable terrain features. (See Figure 6-2 on page 6-7.)

Additional information such as the RAO/RFA number, the call sign and radio frequency of the team in the RAO/RFA, or the duration of occupation of the RAO/RFA can be placed on situation maps. The locations of ROAs are published in messages from the parent unit headquarters and sent to all fire support agencies and ground combat units.

(h) Sustainment. Sustainment will be an issue whenever the duration of a mission will exceed the organic supply and carrying capacity of the executing team. Sustainment requirements will be affected by such factors as the environment (e.g., desert or extreme cold), the physical exertion expected of patrol members, their physical conditioning, and equipment loads unique to the particular mission (such as weapons, ammunition, and communications gear).

(i) Contingency Plans. Although reconnaissance units maintain SOPs to cover the following contingencies, the unit commander should consult with individual team leaders regarding modifications necessary to fit each specific mission.

1 Go/No Go Criteria. These are the criteria that will determine at any point during mission execution whether or not to proceed. (See abort authority below.)

2 Bump Plans. Bump plans provide criteria that will determine at any point in the mission (but particularly for purposes of insertion/extraction) which personnel can be dropped from the mission if transportation or other limitations require a reduction in team size.

3 Abort Authority. Abort authority identifies who has the authority to abort the mission based on a risk analysis that determines that mission success is no longer probable. Abort authority can change for different phases of a mission. For example, during an air insertion/extraction, abort authority may lie with the commander of the insertion aircraft. Except in the case of loss of communications (see next item), abort authority seldom lies with the executing team leader himself.

Figure 6-1. Depiction of a Reconnaissance Operation Area When Boundaries Are Not Determined by Terrain Features

4 No Communications. This describes considerations (including abort authority) and specific actions to be taken in the event that communications are lost. These will normally include emergency extract procedures.

5 Enemy Contact. This describes actions on enemy contact and is normally a matter of SOP. Reconnaissance units usually avoid enemy contact and attempt to break contact as soon as possible if it occurs. This will vary, however, depending on the mission. Fire support planning is an important aspect of this issue.

6 Emergency Extraction/Medical Evacuation/SERE/Combat Search and Rescue. This describes specific provisions for extraction of unit personnel/equipment in the event of injury, compromise of the mission/unit, loss of communications, or other emergency.

Figure 6-2. Depiction of an Reconnaissance Operation Area When Boundaries Are Determined by Terrain Features

7 Linkup/Passage of Lines. This describes specific procedures for anticipated linkups with friendly forces or passage through friendly lines.

8 Reinforcement. This describes a team's requirements for additional personnel/resources to support accomplishment of a particular mission.

9 Retasking. This describes how units already deployed on one mission may be retasked by the ISC or supported G-2/S-2 to handle another new task.

10 Handover. This describes the process by which responsibility for an extended reconnaissance and surveillance mission is handed over to a relieving team, or for how primary intelligence reporting may shift from one unit to another. This process includes the handover of information regarding the target and responsibility for the control of supporting fires.

11 Resupply. This describes solutions to problems of resupply during missions that exceed the organic supply capacity of the executing team—particularly when mission duration is unexpectedly extended.

b. Arrange For (Support, As Appropriate). The following subparagraphs describe additional arrangements that might need to be made to facilitate planning.

(1) Reconnaissance. Ground reconnaissance units and planners may require preliminary intelligence and reconnaissance efforts by other assets—for example, satellite, aircraft, or UAVs—to provide information on insertion/extraction areas, routes, or objectives.

(2) Support. Reconnaissance personnel may require special technical support, briefings by subject-matter experts, or debriefs of personnel with knowledge of the target area. Intelligence briefings, preferably presented by specialists, present detailed information on such matters as the enemy situation, terrain, astronomical data, weather, and hydrography in the objective area. They also present information relative to the local populace, escape, evasion, and survival.

c. Make (Preliminary Reconnaissance). The preliminary steps that may be made before completing the plan are described in the following subparagraphs.

(1) Reconnaissance. In many cases, reconnaissance unit personnel may be able to conduct a preliminary reconnaissance via maps or other imagery. In some cases, however, the unit commander or members of the executing team may find it useful or necessary to conduct a visual reconnaissance of some route or specific area. This may be done by helicopter or even by conducting a limited preliminary ground reconnaissance mission to gain essential planning information.

(2) Coordination. Preliminary planning will include arrangements with various supporting units and agencies for support such as transportation, fire support, special equipment, or logistical requirements.

d. Complete Plan. The completed ground reconnaissance unit plan follows the standard OPORD format. It serves as Tab A, *Ground Reconnaissance Plan*, to Appendix 14, *Reconnaissance and Surveillance Plan*, to Annex B, *Intelligence*, to the parent unit's OPORD/OPLAN (see appendix G). The ground reconnaissance plan is a tool for the ground reconnaissance unit commander, the parent unit's intelligence and operations staffs, and supporting agencies. It covers operations by the entire ground reconnaissance unit and serves as input to the planning of the individual subelements that actually conduct specific reconnaissance missions.

The ground reconnaissance plan consists of five paragraphs, which are described below, and supporting plans and annexes.

(1) Situation. This paragraph describes the situation of the parent unit as it relates to the reconnaissance unit's overall mission.

(2) Mission. This paragraph describes the reconnaissance unit's overall mission during the phase of operations to which the plan applies. The mission statement includes both task and purpose.

(3) Execution. The first two sections of this paragraph describe general considerations for mission execution as they apply to the reconnaissance unit as a whole. Section c and any following sections describe the specific mission of a particular subelement of the unit.

(a) Concept of Operations and Commander's Intent. This describes the general employment of ground reconnaissance assets during the phase of operations to which the plan applies and the overall purpose these will support.

(b) Reconnaissance Team Employment Sequence. This describes the method of employment and the order in which teams will be inserted.

(c) First Mission. This states the mission and collection objectives for the first team to be inserted and provides the following specific information for reference by the executing team's planning:

- **Reconnaissance Area of Operations**—Describes and gives boundaries of the reconnaissance AO. If it describes a route reconnaissance, it provides a general description of the routes to be taken.

- **Insertion and Extraction**—Provides details required for team insertion and extraction, including means, date, time, and place. Alternate means are also provided.

- **SERE and Recovery**—Lists long- and short-range evasion means and how recovery will be effected.

- **Coordinating Instructions**—Describes any coordinating instructions required to support the specific mission, including integration with other unit intelligence and reconnaissance operations, intelligence reporting criteria and reporting formats, times and places of any briefs, debriefs, no communication plans, and abort authority.

Other than these basics, the ground reconnaissance plan does not contain instructions relative to the operation of specific patrols unless these operations are expected to affect other organizations. The detailed instructions for each patrol are issued in a patrol plan prepared by the leader of the team actually performing the reconnaissance. The detailed patrol plan includes the designation of patrol members; the mission of each patrol; the specific areas of operation, including patrol routes if appropriate; the schedule for various events such as landing, reporting, and withdrawing; the methods to be employed for landing and recovery; specific communication procedures; and equipment requirements. Alternate procedures are also included in the detailed patrol plan.

(d) Second Mission. This section follows the same format as paragraph (c) above.

(4) Logistics. This paragraph describes what logistical support is available from each supporting agency to assist the unit's teams in accomplishing their missions, including means of handling casualties and enemy prisoners of war (EPWs).

(5) Command and Control. This paragraph describes C2 relationships as they affect ground reconnaissance unit operations, information management, supporitng communications and information systems, and other C2 information that is applicable to the unit as a whole, but normally does not repeat information that is part of unit SOPs. It includes locations of key C2 nodes and centers (e.g., the ROC, SARC, liaison teams), frequencies and call signs, communications windows, and locations of key unit personnel during operations.

(6) Supporting Plans and Annexes. These are included in the ground reconnaissance plan as required.

e. Issue the Order. Creation of the ground reconnaissance plan is a continuous, interactive, participatory process that involves the parent unit's staff, the reconnaissance unit commander, and executing team personnel. Information is shared up and down the chain of command throughout the process, with warning orders issued as early in the process as

possible. In practice, reconnaissance teams are seldom briefed in a single formal presentation. Planning for reconnaissance gradually progresses from the general to the specific and flows from the supported commander through the chain of command to the individual team members. Briefings are frequent, often repetitious, and progressively more detailed. The completed ground reconnaissance plan becomes a tab to higher-level OPLANs/OPORDs and the basis for the executing team leader's own patrol order.

f. Supervise. The unit commander coordinates external support, supervises, and assists subordinate team leaders throughout the planning, execution, and recovery phases of reconnaissance, with special attention given to the considerations discussed in the following subparagraphs.

(1) Confirmation Brief. A confirmation brief is a briefing given by mission executors to the higher commander and relevant staff. It provides an opportunity for the commander to receive an integrated brief to see how well subordinate commanders and staffs have planned to carry out his intent in the operation. It also provides the commander with a final opportunity to express his intent to those who may not have heard it, to discover problems and coordinate their solution on the spot, and/or to issue last-minute guidance. The confirmation brief "confirms the plan" and is the oral issuance of the order.

The confirmation brief should be attended by all personnel involved with the preparation and execution of the assigned operation, including any personnel having a need to know certain information to be able to execute their specific part of the mission. In the case of a single reconnaissance team mission, the briefing will be from the team leader and team members to the reconnaissance unit commander (and sometimes the parent unit commander), the G-2/S-2, P&A cell and SARC personnel, possibly the G-3/S-3, other relevant staff, and supporting unit personnel. In the case of the full ground reconnaissance plan for a major operation, the reconnaissance unit commander will be the lead briefer and the audience may be even larger.

Because the capture of patrol members is always possible, caution is exercised when discussing the activities of other friendly forces. The movements of landing and recovery vehicles, except as they pertain to the specific patrol under discussion, are not disclosed, nor are the location or identity of communication receiving stations.

(2) Rehearsals. Rehearsal is "the process of practicing a plan before actual execution." (MCRP 5-12A) Rehearsal assists the executing team by ensuring that all personnel are thoroughly familiar with the plan, with relevant SOP items, and with any deviation from SOP required by the specific mission. It helps to clarify the plan and to identify any inconsistencies or misunderstandings. Effective rehearsals require imagination and attention to detail. Rehearsals should be repeated until all issues are resolved. Reconnaissance rehearsals must be conducted in a secure isolation area (see paragraph 5004).

Rehearsals should be conducted on terrain and under astronomical, hydrographical, and meteorological conditions as near as possible to those to be encountered on the operation. All procedures used during an amphibious reconnaissance should be rehearsed, particularly those that involve elements of more than one organization. The exact ships, aircraft, and supporting forces should be used whenever possible. The more complex the procedures, the greater the need for rehearsals; consequently rehearsals of procedures such as the underway submerged release and recovery of swimmers by a submarine are essential.

(3) Insertion and Extraction. The ground reconnaissance unit commander is responsible for supervising the execution of insertions and extractions. He ensures that proper coordination is made beforehand, that adequate alternatives and contingency plans are in place, and that supporting units fully understand and perform their role.

(4) Continuing Actions. During mission execution by ground reconnaissance teams, the reconnaissance unit commander is responsible for supervision of continuing actions, such as those listed below:

- Monitoring intelligence reporting and CIS equipment status
- Ensuring that incoming reports are properly recorded, processed and disseminated
- Providing deployed teams with any new, relevant information or intelligence:
  - Changes in METT-T
  - Changes in C2
  - Intelligence retasking (new missions, changes in PIRs and IRs, etc.)
  - Fire support updates
- Ensuring any necessary logistical resupply of deployed teams
- Preparing for emergency extraction/medical evacuation (MEDEVAC)/combat search and rescue.

(5) Reporting. The ground reconnaissance plan contains instructions relevant to the specific intelligence reporting criteria, times and methods for reporting the information collected. Subject to security considerations, reconnaissance teams may transmit reports from their RAOs. In many cases, however, reconnaissance teams' reports are required only after the team has been recovered. A intelligence report or debrief is normally required by the parent-unit commander as soon as possible after recovery or as directed in the current intelligence dissemination plan. This report should contain the specific mission, a summary of the information collected as a result of the mission, and any

information obtained regarding the enemy, whether or not such information was specifically requested, sketches, imagery, etc.. If no requested enemy, weather or terrain information is obtained, a negative report is mandatory. A formal written report will accompany items not transmissible by radio, such as soil samples, exposed film, overlays, and annotated maps or charts.

(6) Debriefing. Debriefing is the means by which information is obtained from team members by interrogation. Teams are debriefed as soon as possible after recovery. Specific information collected as a result of the mission is obtained during debriefing. At the same time, interrogation is used to obtain information regarding sightings or observations whose significance may not be readily apparent to team members. Formal reports are prepared by the interrogating personnel on the basis of the information obtained. Ideally, debriefing is conducted by personnel from the intelligence section of the headquarters originating the mission (e.g., P&A cell analysts for a force reconnaissance company team debrief). In many cases, however, it will be necessary that the debriefing be conducted by the reconnaissance unit commander assisted by members of his staff.

Chapter 7

AMPHIBIOUS RECONNAISSANCE

7001. Introduction. This chapter discusses reconnaissance in support of amphibious operations, including new concepts such as OMFTS. Reconnaissance support to amphibious operations is broadly similar to other reconnaissance activities. However, commanders and staff involved in amphibious reconnaissance planning should be aware that such operations have some unique features in terms of command relationships, the relative centralization of reconnaissance planning and tasking, the range of insertion/extraction means, and the availability of supporting fires. In particular, the physical environment of the coastal areas in which amphibious operations take place affects the practical conduct of reconnaissance and the kinds of environmental information to be collected. These factors do not alter the fundamentals of ground reconnaissance. Nonetheless, staff officers who are responsible for supporting reconnaissance need to have a fairly detailed appreciation of factors in the littoral environment that affect amphibious reconnaissance planning and execution. (Note: see paragraph 5002 to MCWP 2-1, *Intelligence Operations*, for a comprehensive doctrinal overview of intelligence and reconnaissance support to amphibious operations and OMFTS.)

7002. Types of Amphibious Operations. Reconnaissance personnel should be familiar with the range of amphibious operations to be better able to identify ways in which reconnaissance can contribute to overall mission accomplishment.

An amphibious operation is a military operation launched from the sea by naval and landing forces embarked in ships or other craft. It involves a landing on a hostile or potentially hostile shore. Amphibious operations are particularly complex combined-arms operations that involve a vast range of organizations with different focuses and capabilities. The types of amphibious operations are described in the following subparagraphs.

a. Amphibious Assault. The principal type of amphibious operation is the amphibious assault. This operation involves establishing a force on a hostile or potentially hostile shore.

b. Amphibious Withdrawal. This is an amphibious operation that involves the extraction by sea in naval ships or craft of forces from a hostile or potentially hostile shore.

c. Amphibious Demonstration. This is an amphibious operation conducted to deceive the enemy by a show of force with the expectation of deluding the enemy into an unfavorable COA.

d. Amphibious Raid. This is an amphibious operation that involves a swift incursion into, or a temporary occupation of, an objective followed by a planned withdrawal.

e. Other Amphibious Operations. Not all amphibious operations can be included in the aforementioned four types. Amphibious forces may be called on to conduct unconventional operations that may or may not closely parallel one of the four types listed.

(1) Supporting Operations. In amphibious operations, supporting operations are operations conducted by forces other than those assigned to the ATF. These operations are ordered by higher authority at the request of the CATF and normally are conducted outside the area for which the CATF is responsible at the time of their execution. (Pre-assault operations are not supporting operations. Pre-assault operations are conducted in the AO by elements of the ATF before the arrival of the major assault elements.)

(2) Subsidiary Landings. In an amphibious operation, a subsidiary landing is a landing, usually made outside the designated landing area, to support the main landing. Such landings may be conducted before, during, or after the main landing.

(3) Military Operations Other Than War. MOOTW vary so widely that they are difficult to categorize. However, noncombatant evacuation operations (NEOs) often have an amphibious character. A NEO may occur in a permissive environment, in which combat is unlikely, or in a nonpermissive environment. In the latter case, combat is likely and the operation may strongly resemble an amphibious raid or withdrawal.

f. New Doctrinal Ideas. Various new U.S. Marine Corps (USMC) operational concepts will have an impact on the planning and execution of ground reconnaissance. Although these concepts have not yet been fully implemented, reconnaissance planners must consider how ground reconnaissance might support them. For example, the new concepts emphasize seabasing, in which major elements of command, control, and support remain offshore. This will affect reconnaissance in numerous ways.

(1) Operational Maneuver from the Sea. In January 1997, OMFTS was formally approved as a new warfighting and operational concept. OMFTS is a marriage between maneuver warfare and naval warfare. It uses new operational and functional concepts and TTP and information technology and weapons systems technological advances in speed, mobility, intelligence, C2, fire support, CIS, and navigation to identify and exploit enemy weaknesses. What distinguishes OMFTS from all other types of operational maneuver is the extensive use of the sea as a means of gaining advantage. The sea is an avenue for friendly movement and simultaneously a barrier to the enemy. The sea also offers friendly forces a means of avoiding disadvantageous engagements. OMFTS may make use of, but is not limited to, such techniques as seabased logistics, seabased fire support, and the use of the sea as a medium for tactical and operational movement. Using new equipment such as the advanced amphibious assault vehicle (AAAV), the LCAC, and the MV-22 Osprey, OMFTS can reverse the traditional phasing of an amphibious operation by seizing the force beachhead first and then working back to the beach or even making the beach immaterial to accomplishing ATF objectives. In such cases, the goals of amphibious reconnaissance may change dramatically.

Success in OMFTS depends on the ability to seize fleeting opportunities and quickly take advantage of exposed enemy vulnerabilities. Deception, surprise, speed, and battlespace preparation are emphasized to create delay, uncertainty, and ineffectiveness in enemy actions. Intelligence provides the knowledge and understanding that enable the effective conduct of OMFTS.

OMFTS relies on intelligence to drive planning, option selection, and maneuver execution. To support OMFTS, intelligence operations must be conducted across the strategic, operational, and tactical levels of war. Starting with strategic considerations and working down to tactical dispositions, intelligence uncovers the threat's centers of gravity, strengths, and weaknesses, thereby exposing critical vulnerabilities to be exploited by naval forces operating from the sea. Intelligence also assesses the potential for maneuver offered by the battlespace, including identifying entry points where the force can establish itself ashore.[1] Intelligence also provides the foundation for effective force protection and C2W efforts; these efforts help surprise, preempt, disrupt, and disorient the enemy during the execution of OMFTS.

(**2) Ship-to-Objective Maneuver.** Successful execution of OMFTS demands that the landing force maintain the momentum gained by maneuver at sea through continued maneuver to the objective. Ship-to-objective maneuver (STOM), one of the key implementing concepts of OMFTS, provides the opportunity to achieve tactical as well as operational surprise—something seldom possible in past amphibious operations. Operations will begin from over the horizon and project power deeper inland than in the past. They will progress with a speed and flexibility of maneuver that will deny the enemy warning and reaction time. STOM takes advantage of emerging mobility and command and control systems to maneuver landing forces in their tactical array from the moment they depart the ships, replacing the tedious ship-to-shore movement of traditional amphibious warfare with true amphibious maneuver. STOM is not aimed at seizing a beach, but rather at thrusting combat units ashore in their fighting formations to a decisive place and in sufficient strength to ensure mission accomplishment. Taking full advantage of reliable intelligence (gained in significant part from ground reconnaissance), the landing force will bypass, render irrelevant, or unhinge and collapse the enemy's defensive measures. Pre-assault operations will confuse and deceive the enemy, locate and attack his forces, and further limit his ability to react.

7003. Reconnaissance Support to Amphibious Operations. In most respects, reconnaissance functions the same way in support of amphibious operations as in others. Significant differences appear in terms of command relationships, centralized control of reconnaissance forces, insertion/extraction means, supporting fires, and the environment. The environment affects not only the conduct of reconnaissance but also the kinds of information sought. (Amphibious reporting requirements are discussed below in paragraph 7005.)

1 [1]The term entry point encompasses beaches, boat landing sites, HLZs, and drop zones that can be used to establish elements of the force ashore.

a. Command Relationships. The conduct of amphibious reconnaissance is complicated not only by the physical conditions under which it is executed, but also by the diversity of forces and levels of command involved in its execution. Command relationships may differ from one operation to another and, therefore, require clear definition in directives issued at the JTF level.

The ATF is a task-organized force that consists of a Navy component and a landing force component and is organized to conduct an amphibious operation. The ATF may conduct operations as a JTF or as part of a larger joint force. The naval commander is designated the CATF. The CATF and the commander, landing force (CLF) are coequals throughout the planning process. Their command relationships will be established by the joint force commander in accordance with Joint Pub 0-2, *Unified Action Armed Forces (UNAAF)*, and Joint Pub 3-02, *Joint Doctrine for Amphibious Operations*. In situations where advance force operations are planned, an advance force commander is also designated. The advance force commander prepares detailed plans for advance force operations based on the mission and guidance from CATF and CLF. The advance force will be task organized to accomplish the assigned mission and often will include landing force ground reconnaissance and other intelligence forces.

A key issue in amphibious command relationships is which commander at any given time plays a supporting role and which is the supported commander. Support is a command authority. A support relationship is established between subordinate commanders by a superior commander when one organization should aid, protect, complement, or sustain another force. The relationship between CATF and CLF will be established in the initiating directive and may be one of OPCON, TACON, or support based on considerations of METT-T and the predominance of mission responsibilities. During the planning stage, CATF and CLF will agree to the functions and phases for which one or the other will take responsibility as the supported commander. These arrangements are then confirmed by the establishing authority. CATF or CLF might be specified as the supported commander for the entire operation, or the role of supported commander may transition between CATF and CLF for various phases of the operation. The circumstances under which these transitions take place should be precisely defined and agreed on during the planning phase. During the conduct of an amphibious assault, the predominant command relationship will normally be CLF supported and CATF supporting.

Reconnaissance forces normally work directly for the supported commander. Because that designation may change in the course of an amphibious operation, so may the command relationships between the reconnaissance group commander, the CATF, the CLF, and the advance force commander. In many cases, the organizational concept for amphibious reconnaissance combines Marine and other reconnaissance forces into a subordinate task group of the advance force. However, if the reconnaissance group's operations place it in the objective area considerably ahead of the advance force, it may be designated a subordinate task group of the ATF itself. The commander of the reconnaissance group/special staff officer for reconnaissance is normally the senior reconnaissance unit commander present.

As in any phase of amphibious operations, command relationships not specifically described in Joint Pub 3-02, *Joint Doctrine for Amphibious Operations*, should be clearly defined in directives issued by the CATF level.

b. Centralized Control of Reconnaissance Forces. Marine Corps reconnaissance forces belong to various echelons of command, from force reconnaissance at the MEF level, through the division, regiment, and battalion levels. Amphibious operations are usually joint operations, and various non-USMC reconnaissance assets will likely be involved (see chapter 2). Although amphibious command relationships are complex, shifting, and often unique and the structure of the reconnaissance group depends on the reconnaissance requirements of the specific operation, for amphibious operations all available reconnaissance assets are normally controlled at the highest applicable level. Within the ATF these are generally controlled at the ATF and LF levels.

c. Insertion/Extraction Means. Insertion by foot or by ground vehicle, the most common means of insertion in sustained operations ashore, is seldom an option in amphibious operations. Amphibious reconnaissance therefore depends more on specialized reconnaissance forces who are trained in sophisticated insertion/extraction techniques, including parachute, helocast, boats, submarines, and swimming using underwater breathing apparatus. This in turn increases the necessity for coordination of the necessary transportation assets and for tight extraction/recovery planning.

Reconnaissance personnel may be transported to the vicinity of the objective area in ships or aircraft that will not be involved in the landing or recovery of teams. Consequently, the transfer of these troops and their equipment to the delivery vehicle must be considered early in the planning phase. If a particular ship is to be used only for recovery of the reconnaissance teams, recovery plans must include the embarkation of supporting troops on that ship to assist in the recovery and debriefing of the patrol.

However, although the requirement for eventual recovery of a team always exists, the necessity for physical withdrawal of the team from the AO varies. A team may be assigned a surveillance or terminal guidance mission to be executed after its reconnaissance mission, or the recovery method planned may involve linkup with friendly assault forces. In such cases, the withdrawal of the team is not required.

Selection of coastal insertion/extraction locations and times depends heavily on environmental issues, discussed below in subparagraph e.

d. Supporting Fires. Supporting fires during pre-assault reconnaissance will normally be limited to seabased and aerial fires until ground-based fire support is firmly established ashore. Tight coordination will be necessary to achieve timely, responsive, on-call fires. Substantial delays are likely.

e. The Environment. Amphibious reconnaissance occurs in the relatively narrow coastal areas of the littorals. The coastal environment is inherently complex and is steadily becoming

more so with increasing urbanization. Supporting staffs need a fairly detailed appreciation of factors in the coastal environment that affect amphibious reconnaissance planning and execution. In addition to all of the usual intelligence information, teams will require thorough briefing on the astronomical data, weather, and hydrography in the landing area. Key considerations are described in the following subparagraphs.

(1) Selection of Coastal Insertion Areas. The selection of a coastal landing beach usually involves a compromise between a beach that permits easy landing with little security (normally a concave type beach) and one that provides maximum security at the cost of a difficult or hazardous landing (normally a convex shaped beach). Examples of each are, respectively, a beach with a wide surf zone and a wide, flat, sandy beach backed by an easily traversable hinterland and a beach with a narrow surf zone and a narrow, steep, coarse/rocky beach backed by a steep/sharply rising terrain or cliffs.

The predominant factor to be considered when selecting coastal landing beaches is the surf and its effect on swimmers and boats. A hydrographer or meteorologist can predict surf characteristics if sufficient and current hydrographic data is available. Such predications, or surf forecasts (SURFCST), should be used when available. If they are not readily available, they should be requested from higher headquarters.

Surf is of two types: that caused by local winds and that caused by swells. Essentially, as swells move toward land, they normally peak when the water depth becomes about one-half the wave length. The wave then becomes unstable due to friction on the bottom until it reaches the point where the water depth is equal to about 1.3 times the wave height. At this point, the crest of the wave breaks over and produces the foam associated with breakers in the surf zone.

Actual surf characteristics are sometimes unpredictable. However, evaluating relative surf characteristics in two adjacent areas is comparatively simple. When their comparative surf characteristics are known, one area may then be selected in preference to the other. In general, preferred surf conditions exist when waves break in a single breaker line about 200 feet from the shoreline (with the intervening space containing several foam lines). Such surf conditions are normally characterized by a flat/gentle underwater gradient, spilling breakers, a wide beach, fine soil, and sand with a flat and gently rising or low-hill hinterland. The least desirable situation may be when several breaker lines exist or when the breakers spill directly on the beach. Such characteristics generally indicate the existence of sandbars and reefs or a steep underwater gradient, narrow surf zone, plunging or surging breakers, a narrow beach, coarse/rocky soil composition, and terrain that rises sharply from the coastline.

The characteristics of the surf in a given day and time are based on the nature of the bottom, the direction and velocity of the wind, the wave length, the state of the tide, and the nature of the currents. These factors, therefore, must be considered when forecasting or observing surf conditions. Some other aspects of the operational significance of the surf are the following:

- Wave height is the vertical distance between a wave crest and the preceding trough. A smooth or calm surf has a wave height of 1 foot or less, a slight surf is 1 to 3 feet, a moderate surf is 3 to 5 feet, and a rough surf is 5 to 8 feet. (See table 7-1 for a general description of sea states.)

Table 7-1. Sea States

DESCRIPTION	SEA STATE	WAVE HEIGHT (FEET)
CALM, GLASSY	0	0
CALM, RIPPLED	1	0 - 1/3
SMOOTH, WAVELETS	2	1/3 - 1 2/3
SLIGHT	3	2 - 4
MODERATE	4	4 - 8
ROUGH	5	8 - 13
VERY ROUGH	6	13 - 20
HIGH	7	20 - 30
VERY HIGH	8	30 - 45
PHENOMENAL	9	OVER 45

- The time period between breakers is considered long if it exceeds 7 seconds. Accordingly, a long wave period is desirable.

- Littoral current is the long shore current or the current that runs generally parallel to the shore. Zero current is the most desirable; otherwise, drift must be planned for.

- The surf zone is the area that encompasses the breakers between the shoreline and the outermost breakers (breaker line). The most desirable surf zone is one that is long and has the fewest breakers.

- Offshore shoals, ledges, and rough bottom contours tend to reduce surf.

- Offshore islands tend to break up ocean swells and produce several patterns of smaller waves.

- Kelp or dense seaweed reduces wave height.

- A reef face or other abrupt break in the bottom may cause each wave to break up into smaller waves.

- A submarine ridge perpendicular to the coast increases wave height. Conversely, a submarine canyon reduces wave height.

- A steep beach gradient causes waves to break rapidly and close to or directly on to the beach accompanied by violent wave rush. Such a beach is normally characterized by plunging and surging breakers, a narrow surf zone, coarse soil/rocks, and terrain that rises sharply behind the shoreline.

- A flat beach gradient causes waves to break gradually (spilling breakers) and at a greater distance from the beach, with several foam lines being formed between the breaker line and the beach. Normally, this produces a wide surf zone, and the beach is composed of fine sand and a gently rising hinterland.

- A sand bar parallel to the beach causes waves to peak or break depending on the depth of water over the bar. A single breaker line may form over a bar, while another breaker line forms closer to or on the beach. The presence of several bars may cause multiple breaker lines. Sand bars are frequently found off sandy beaches that are exposed to wave action.

(2) Coastal Insertion Times. The predominant factor to consider in selecting a landing area is the surf. However, because surf characteristics depend on the nature of the sea bottom and the depth of water in relation to wave height, the surf varies with the state of the tide. A beach with a variable gradient may exhibit the surf characteristics of a steep beach during high tide and those of a flat beach during low tide. Similarly, sand bars that affect the surf during low tide have a reduced effect at high tide. These variable effects may be so pronounced that a beach may be preferred for use as a landing area during one state of the tide and totally unsuitable during the next stage. Consequently, tidal conditions must be considered when selecting an exact time for coastal landings.

(3) Coastal Extraction Areas. The predominant factor considered when selecting coastal withdrawal areas is the surf and its effects on swimmers or boat teams. Surf characteristics for extraction are evaluated in the same manner as for the coastal landing of a patrol.

(4) Coastal Extraction or Recovery Time. As in the selection of landing times, the state of the tide and its effect on the surf must be considered when selecting an exact time for coastal withdrawal. The withdrawal time selected must be early enough to allow completion of the recovery at sea before dawn.

7004. Reconnaissance Support to the Amphibious Assault. The amphibious assault follows a well-defined sequence of activities: advance force, pre-assault, the assault, and post-assault. Other types of amphibious operations tend more or less to follow this same sequence. Reconnaissance forces as such play no role in the assault itself, although they may be tasked to serve in some nonreconnaissance capacity (e.g., raids, direct actions, control of supporting arms, or ITG). Simultaneous with or even before the assault, reconnaissance forces will be engaged in supporting planned operations.

a. Advance Force Operations. Pre-assault reconnaissance missions are usually performed by the force reconnaissance company, often supported by or supporting various LF (e.g., radio reconnaissance teams, ground sensor platoon, etc.), ATF (e.g., SEALS), and joint intelligence and reconnaissance assets. There may be situations, however, in which a force reconnaissance company is not available or does not have sufficient forces to accomplish all of the required tasks. Reconnaissance elements from the division level and lower may then be ordered to collect the information set forth in the commander's IRs and PIRs.

b. Pre-assault. Reconnaissance of the littoral penetration area (LPA), or beaches and HLZs, forms an essential element of pre-assault operations. A continuous flow of information on the enemy, terrain, weather, and hydrography will help create a real-time, shared situational awareness at all levels of command. Reconnaissance during the pre-assault phase will focus initially on the surface and vertical assault landing sites and on the routes and axes of advance that lead to initial objectives to ensure seamless movement from ship to objective. In addition, reconnaissance will determine the size and location of the enemy order of battle, key installations, and key systems and will support targeting requirements, including terminal guidance and control of strikes.

Reconnaissance teams inserted and not recovered before D-day either remain in a secure location or move away from the assault area. D-day insertions of reconnaissance teams take place during the last period of darkness preceding H-hour. At this time, reconnaissance teams are usually inserted by minimally detectable means such as parachute, inflatable boat, or swimming. The ROAs for reconnaissance teams during D-day are well inland or to the flanks of the assault beaches. It is critical that these teams be clear of the assault beaches or landing points in order not to inhibit the use of supporting arms. During this phase of the amphibious operation, reconnaissance troops are used primarily to detect and rapidly report the movement of enemy reserves toward the assault areas. Planners normally make provisions for reconnaissance units to engage these enemy units with supporting fires.

c. Post-assault. Reconnaissance units already deployed ashore at the time of the assault will either be recovered or retasked to support follow-on operations. Execution of such post-assault reconnaissance missions can, in practice, come before or be simultaneous with the amphibious assault.

Other reconnaissance units are usually part of the nonscheduled waves and land as a unit. However, in situations where an element of the landing force is making a deep penetration by helicopter or by making a separate landing well removed from the main assault, it may have reconnaissance units in direct support or attached. Initial employment of reconnaissance units is usually on the flanks of the advance inland to detect enemy movement toward the beachhead or landing points. As with reconnaissance elements placed ashore before the assault, rapid reporting of such enemy activity is essential.

Reconnaissance planners should build sustainability into reconnaissance so that reconnaissance forces are able to continuously support any planned follow-on operations ashore after the initial assault.

7005. Information Requirements for Amphibious Operations That Can Be Satisfied by Ground Reconnaissance[2]. Teams involved in reconnaissance support to amphibious operations can expect to receive missions typical of any combat operation; these missions are focused on either the enemy or the environment. The types of information requirements included in the following lists, however, are largely unique to amphibious operations. Actual reporting criteria and formats can be found in MCRP 2-15.3B.

a. Geospatial Information and Services (GI&S)[3]. Amphibious planners require detailed information on the hydrography and topography of the AO. Many specific reconnaissance missions are aimed at discovering, clarifying, or confirming such information. Reconnaissance can confirm or supplement the following GI&S products and other support[4]:

- Topographic maps, including city plans
- Hydrographic maps, including combat charts
- Aeronautical charts
- Air target materials
- Geodetic materials, including positioning databases.

b. Hydrography of the Objective Areas

(1) Tides

- General
- Range and duration
- Hourly tide data
- Meteorological and oceanographic (METOC) effects

(2) Seas and Swell

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2 [2]See part A, *Terrain and Points of Entry*, part B, *Urban Operations*, and chapter 35 to Part C, *Amphibious Assault Operations*, for a more detailed listing of hydrographic and other key IRs associated with the amphibious operations.

3 [3]GI&S has replaced the old term *mapping, charting and geodesy* in joint and Marine Corps doctrine.

4 [4]See MCWP 2-12.1, *Geographic Intelligence*, for a comprehensive discussion of MAGTF GI&S and geographic intelligence operations, organization, capabilities, limitations, products and other support.

(3) Obstacles, Reefs, Shoals, Bars, and Rocks

(4) Inshore and Offshore Currents

- Strength and direction
- Current table sand charts

(5) Mean Water Temperature

c. Topography

(1) General

- Characteristics and landmarks of landing area
- Coastal description

(2) Terrain

- Key terrain
- Avenues of approach
- Cover and concealment
- Observation and fields of fire
- Obstacles
- Vegetation
- Relief and drainage
- Trafficability

d. Landing Zones

- Designation and location
- Altitude
- Orientation

- Navigation aids
- Obstacles
  - Hazards to air operations
  - Obstacles to movement of troops and equipment
- Size and shape
- Slope
- Relief and drainage
- Trafficability
- Exits

e. Beaches

(1) Designation and Location

(2) Characteristics

- Length and width
- Low- and high-water marks
- Trafficability
- Obstacles and interruptions
- Tides and currents
- Surf

f. Landmarks

g. Approaches. Information to be provided includes general information shoreward from the 10-fathom mark and detailed information inside the 3 ½ -fathom curve.[1]

- Currents
- Gradient

- Tides
- Exits
- Distance to inland lines of communications

h. Ports and Air Facilities

(1) Ports and Harbors

- Designation, location, and importance
- Landing points within the port
- Provisioning
- Materials and equipment available for repair and construction
- Water supply
- Communications
- Availability of terminal facilities such as piers, wharves, storage, and support equipment
- Capacities and related statistics
- Quartering facilities

(2) Air Facilities and Seaplane Stations

- Name and location
- Dimensions and characteristics of the runway, runway markings, aprons, dispersal areas, and so on
- Navigational aids
- Drainage
- Expandability
- Lighting

- Hangars
- Workshops
- Administration buildings
- Repair facilities
- Petroleum, oils, and lubricants storage and availability
- Communications
- Electric power
- Water supply

Chapter 8

GROUND RECONNAISSANCE TRAINING

8001. General. The sole objective of ground reconnaissance training is the successful execution of the ground reconnaissance mission during operations. The end state of all training is a unit capable of conducting conventional ground reconnaissance in support of the MAGTF or its subordinate units. The concept of using small teams to conduct ground reconnaissance dictates that training programs develop teams capable of undetected activity in enemy territory under conditions that severely limit support from sources outside the teams themselves. These undetected activities include entry into and eventual withdrawal from, or recovery in, the ROA. Debriefing and the submission of final reports conclude a reconnaissance mission. Because of the extraordinary number of specialized skills and capabilities needed by individual members and teams in reconnaissance units, a phased, aggressive, realistic, challenging course of training needs to be followed. Because actions at the objective conducted by the teams are the most important aspect of any reconnaissance mission, individual teams are the focus of effort in training.

Throughout the training cycle, units will go through a systematic training program using the building block approach to training. Such a program requires a cycle consisting of planning (analysis and design), development, implementation, and evaluation phases. Training should be hard and realistic and should incorporate live-fire exercises whenever practical. Units train to prescribed standards and are carefully evaluated using after-action reports. The results of each evaluation, for each event, is used in the development of future training events. By continuing to evaluate and adjust the training as it is executed, the unit maximizes its use of available time and resources.

The primary focus of this chapter is to establish a foundation on which a reconnaissance unit can build its training plan. The audience for this chapter is mainly commanders and their planners as opposed to Marines at the team level. The chapter begins with a discussion of reconnaissance competencies and individual skills that are derived from capability requirements. These competencies and skills form the basis for basic and advanced individual training and for initial and advanced unit training. The chapter also covers additional subjects that affect training, including the operational risk management (ORM) process and the reconnaissance training pipeline.

8002. Reconnaissance Capability Requirements. The skills required to accomplish reconnaissance missions form two groups—core competencies and specialized skills. These skills are identified through analysis of the capability requirements for the reconnaissance unit of interest. Those capabilities are derived from the unit's mission statement, required tasks, and required capabilities that were discussed in chapter 2. In general, reconnaissance units are required to meet the following requirements in performing their missions:

- Use vertical/short takeoff and landing (V/STOL) and high-speed amphibious assault craft and vehicles

- Operate in an expanded and heavily populated three-dimensional battlespace by using flexible and clandestine insertion skills that include air, ground, water surface, and subsurface means

- Employ expanded battlespace assets from the following categories:

  - Long-range communications

  - Supporting arms

- Employ sensor-to-shooter communication assets in amphibious reconnaissance elements to control supporting arms and facilitate decisive action

- Plan for increased use of the sea as a maneuver area, which implies the following:

  - Proportional increase in amphibious reconnaissance

  - Detailed reconnaissance of LPPs (hydrographic study) for AAAVs/LCACs

- Support the use of flexible clandestine insertion methods to maintain the essential element of surprise that is vital to OMFTS.

a. Core competencies. Core competencies are those skills that everyone in a unit should possess, as a bare minimum, to accomplish the unit's mission. All members of a reconnaissance unit should possess skills in basic reconnaissance, friendly and threat forces and equipment recognition, intelligence reporting, SERE, land navigation, scouting and patrolling, communications, specialized equipment handling (e.g., ITG, remote sensors), and adjusting supporting arms.

b. Specialized Skills. Specialized skills need to be resident in a reconnaissance unit, but not every member needs to possess each skill. Table 8-1 lists most of the skills that should be resident in reconnaissance units. The actual number and skill should be based on the capabilities required of the particular unit.

8003. Operational Risk Management. Training for combat is inherently dangerous. Commanders rely on judgment to balance the requirements of mission success with the associated risks. In the past, the approach to risk management has often been unstructured and has varied widely among commanders. Marine Corps Order (MCO) 3500.27, *Operational Risk Management*, provides a standardized process by which commanders can assess operational risk and then take steps to mitigate that risk.

a. Realism. Field training is conducted under conditions that approximate those expected in combat. Because of the emphasis on realism, a degree of hazard is involved in all military training. Realism in the training of reconnaissance teams is acquired by taking the following approaches to training:

- Emphasizing night training
- Training in unfamiliar and varied geographic terrain and climatic areas, such as jungles, deserts, mountains, the arctic, and urban areas
- Introducing into exercises those conditions and problems that the teams could be expected to encounter in combat, including the following:
  - Secrecy in planning and execution
  - Thorough briefing of all participating troops
  - Unmarked landing areas
  - Tactical landing and recovery methods
  - Use of alternate landing and recovery plans
  - Limited resupply of patrols ashore
  - Use of tactical communication procedures, including radio transmission at extreme ranges
  - Enemy jamming and direction finding efforts
  - Planned operational emergencies and simulated casualties
  - Intense enemy counterreconnaissance activities.

b. Principles of Operational Risk Management. Although realism is critical to effective combat training, safety is also important. Four principles of ORM should be considered when conducting an ORM analysis:

- Accept risk when benefits outweigh the cost. Risk is involved in every mission or exercise. The goal of ORM is not to eliminate risk, but to manage risk so that the mission can be accomplished with minimum loss.
- **Accept no unnecessary risk.** Take risks only that are necessary to accomplish the mission. Controls can be put in place to limit the risk.

- **Anticipate and manage risk by planning.** Risks are more easily controlled when they are identified early in the planning process. The benefits in training accomplished, lives protected, and equipment preserved far outweigh the additional planning time. Planning time will be reduced as Marines become more familiar with ORM.

- **Make risk decisions at the right level.** When the leader responsible for executing the mission determines that the risk is too high or goes beyond the commander's stated intent, he should seek additional guidance. Subordinate leaders make critical decisions literally where the rubber meets the road, by enforcing controls and supervising operations.

c. Operational Risk Management Sequence. The ORM process includes five steps that should be applied in a sequence similar to that used for the decisionmaking process. Table 8-2 on page 8-5 provides the ORM sequence and the corresponding steps in the decisionmaking process.

d. Application of Operational Risk Management. ORM can be applied at three levels. The commander selects the appropriate level based on the mission, situation, time available, proficiency level of personnel, and assets available. Although performing a deliberate or in-depth assessment is preferable, sufficient time and resources may not always be available. The three application levels are described below.

- **Time critical**—An on-the-run mental or oral review of the situation using the five-step process without recording information on paper. It is usually employed by experienced personnel while making decisions in a time-compressed situation.

- **Deliberate**—Application of the complete five-step process in planning operations, review of SOPs, and so on. It primarily uses experience and brainstorming to identify hazards and develop controls. It is most effective when done in a group.

- **In depth**—A more thorough risk assessment (the first two steps) involving research of data, testing, analysis tools, long-term tracking of hazards, and so on. It is used to study hazards and risks associated with complex operations or systems or with operations for which the hazards are not well understood.

Table 8-2. The Operational Risk Management Sequence

ORM Sequence	Decisionmaking Process
1. Identify hazards: w Gather and analyze METT-T facts to identify hazards most likely to result in loss of combat power.	1. Receive mission. 2. Gather and consider information/intelligence. 3. Complete mission analysis, restate mission, and issue planning guidance.
2. Assess hazards: w Complete risk assessment for each COA. w Enter risk level of each COA as a decision criterion.	4. Complete staff estimates: a. Develop/analyze/compare COAs. b. Recommend COA. 5. Complete commander's estimate: a. Analyze COAs.
3. Develop controls and make risk decisions: w Identify, develop, and select controls for hazards most likely to result in loss of combat power. w Make risk decision for selected COA; accept residual risk level or elevate decision.	6. Complete commander's estimate (continued). b. Decision (select COA). c. Concept of operation (select controls and make risk decisions).
4. Implement controls: w Coordinate and communicate controls; integrate into written and overlay OPORD/FRAGO.	7. Prepare plan/order. 8. Approve plan/order. 9. Issue plan/order.
5. Supervise and evaluate: w Monitor and enforce controls. w Evaluate and revise controls as necessary.	10. Supervise.

8004. Training Pipeline

a. Selection of Personnel

(1) General. Because the training program is geared to the development of combat-ready reconnaissance teams, the effectiveness of the program depends heavily on the care exercised in the selection of personnel for initial assignment and on subsequent judicious formation of teams. Screening is essentially the same as that used for classification and assignment of all Marines: finding the Marine who fits the billet or, failing that, finding the Marine who meets the requirements for training in the billet.

(2) Individual Qualification. Selection of personnel for assignment to a reconnaissance unit is based on physical and medical qualifications and mental screening. These screens are conducted at the Infantry Training Schools during the basic training cycle for all Marines, at the company level in the MARFOR, and at company level in the reconnaissance units themselves.

(a) Physical Requirements. Physical requirements embrace those strength, endurance, and swimming prerequisites established by the Department of the Army for parachute training, by the Department of the Navy for SCUBA diver training, and by the USMC for general physical standards.

(b) Medical Requirements. Medical requirements, which are also established by the separate Departments for parachute and SCUBA training, are usually rigid; they are rarely waived. Medical qualifications for assignment are determined by a medical officer.

(c) Mental Requirements. Mental suitability is principally a matter of attitude, temperament, and the ability to make sound decisions. No simple test has been developed that is capable of predicting how an individual will perform in a strange environment under arduous circumstances. Consequently, commanders must continue to screen personnel throughout their tours in the unit. Careful selection before assignment, however, reduces the incidence of transfer after assignment due to temperamental unsuitability. Much can be discovered about the maturity and background of a volunteer to help determine his physical condition. During interviews and physical testing, the unit commander's principal concern is the maturity, resourcefulness, experience, and motivation of the volunteer.

b. Training Concept

(1) Purpose. Training is designed to develop confidence, endurance, initiative, teamwork, and skill in the application of the techniques associated with the conduct of ground and amphibious reconnaissance missions. The training of individual scouts and reconnaissance teams is characterized by the orderly progression from basic to advanced training, the maintenance of team integrity, realism, and balance.

(2) Cycle. The reconnaissance training cycle will vary depending on the unit for which the individual is training. The cycle for each unit will be the minimum time needed to train personnel in the core subjects and specialized skills inherently required for each type of reconnaissance unit. Skills, techniques, and tactics must be taught to the level needed for each unit to properly and successfully complete assigned missions.

(3) Training Phases and Team Integrity. Training progresses through four phases: basic individual training, advanced individual training, basic unit training, and advanced unit training. Depending on the aptitude and experience of the individual, familiarization with all of the techniques associated with the billet of reconnaissance scout requires from six months to a year of individual training for a newly assigned Marine. Operational readiness and exercise requirements imposed by senior headquarters will seldom allow a prolonged individual training program. Consequently, annual training programs are constructed so that as much individual training as possible is conducted concurrently with team training. Some individual training, such as parachute,SCUBA and SEREqualification training, requires attendance at a formal Service school. Training such

as evasion and escape training is of such a nature that its greatest value is often realized when a Marine undergoes the training on an individual basis rather than as a member of a reconnaissance team. Ideally, a newly assigned Marine receives all training that can be given only on an individual basis immediately after he reports to a company/unit. Basic reconnaissance skills will be taught initially at the Basic Reconnaissance Courses. General military training prescribed by training directives is conducted throughout the annual training cycle. Where practical, these prescribed subjects are integrated into team exercises. Although the degree of skill required in various subjects may differ depending on the unit to which the Marine is assigned, in general, with some exceptions the skills required of the reconnaissance scout are those required of all Marine riflemen. Team integrity is maintained during all general military training by scheduling training for all team members simultaneously.

(4) Balance. The state of training of both individuals and teams is evaluated by observing their performance in the field. Because of the many skills required of the individual and the variety of tasks that may be assigned to a team, training programs cannot neglect some areas while emphasizing others. A team of expert parachutists who cannot communicate is of no value. Also of limited value is a team of thoroughly proficient scouts who lack the capability for clandestine landing and withdrawal using a variety of methods. Annual training cycles should include participation by the majority of the reconnaissance unit in a major amphibious exercise of MEF(-) size or larger or in a major reconnaissance exercise in which the unit is the principal troop unit participating. These exercises provide commanding officers with an excellent opportunity to evaluate the effectiveness and degree of balance of the training conducted during the preceding annual cycle. Should areas be discovered in which weaknesses exist, added emphasis is placed on those areas in the early phases of the next cycle. Not all members of any one team are expected to be equally proficient in a given skill or technique at any given time. However, a properly balanced training cycle will produce a reasonably proficient team member by the end of his first year in the reconnaissance organization. By the end of his first tour, ideally three years, he should be thoroughly proficient in all reconnaissance activities.

(5) Planning the Annual Training Program

(a) Disruptions. The annual training program for reconnaissance units will vary between units in any given year. Although commanders strive to accomplish the maximum number of training objectives, various factors affect the annual training program. Factors that induce local variations include the following:

- Personnel turnover
- Availability of ship, submarine, and aircraft support
- Availability and timing of formal school quotas

- Exercise and other training or administrative commitments imposed by higher headquarters

- Actual operational commitments.

(b) Training Requirements. Training of a reconnaissance unit logically falls into the four phases identified in paragraph 8004.b.(3). In addition, general training requirements are prescribed annually for all Marines. Training in many areas is closely related and consequently overlaps during the training cycle. A large part of basic and advanced individual training is accomplished concurrently with basic unit and advanced unit training. The training requirements set forth in succeeding paragraphs are intended as a guide in preparing training estimates and plans. Although the total number of training topics may at first appear excessive, much of the training is accomplished concurrently. Emphasis must be placed on training the individual Marine in the skills and techniques associated with the billet of reconnaissance scout. It is mandatory that all training concentrate on those skills required to collect intelligence information. Training in the techniques of entry and egress from a ROA are secondary in importance to the training required for primary mission accomplishment. Under most circumstances, a company commander can expect to familiarize a newly assigned Marine with all of the skills and techniques associated with the billet of reconnaissance scout during the Marine's first year in the unit. By the end of the second year, the Marine should be proficient in all the skills of his billet, and he should become highly proficient during his third year.

(c) Scheduling. The scheduling of training should be carefully considered to achieve maximum effectiveness. As an example, it is not feasible to schedule basic swimming eight hours a day, in consecutive days, until completed. Instead it is scheduled for shorter times and is spread over a two- or three-week period, which leads to more effective results. Conversely, to schedule swimming in short periods over the entire training year considerably reduces the desired results. SCUBA and airborne training by the Navy and Army, respectively, are conducted at one time, as block training. Such training is preceded by preschool conditioning and familiarization by the reconnaissance unit.

8005. Individual Training. The focus of individual training is generally to attain the basic skills necessary to obtain the reconnaissance military occupational specialty (MOS). Some of this training is geared toward preparation for advanced training, and some training will be provided by formal schools such as basic airborne school, SERE school, the combatant dive school, and the basic reconnaissance course.

a. Refresher. Competency required by reconnaissance personnel in the core subjects is the continual responsibility of the reconnaissance unit. These areas of knowledge, skills, and techniques provide the basis of a well-trained reconnaissance Marine. This training consists of continual review and reinforcement of the basic combat skills of the marine rifleman, but with considerable emphasis on those skills of particular applicability to the

reconnaisssance/scout Marine. Of critical importance in this phase of individual training is increasing the Marine's ability to use his map and compass in overland movement, particularly at night. Core competency training includes, but need not be limited to the following:

- Map and aerial photograph reading
- Use of the compass
- Land navigation
- Patrol orders and reports
- Observation and recording
- Field sketching and ground photography
- Individual protection, including NBC defense measures
- Camouflage and concealment
- Movement
- Friendly and threat equipment recognition
- Intelligence reporting
- Patrol tips
- SERE
- Weapons handling and marksmanship
- Physical training
- Field sanitation
- Combat medical training and land and sea survival skills
- Communications.

b. Specialized Knowledge and Skills. A ground reconnaissance/scout Marine must master many specialized skills. The majority of skills will be taught to the Marine while he is with

his unit. Some skills and work are preparatory to attending formal schools, while others will be mastered at the unit. These skills are described in the following subparagraphs.

(1) Intelligence Training. Although it is not the function of the reconnaissance/scout Marine to evaluate information, it is necessary that he understand his function as it pertains to the production of intelligence and the overall integration and conduct of unit all-source intelligence operations. Intelligence training emphasizes the requirements of the MAGTF or landing force in general and the IRs peculiar to the various force functions, missions, and type units. A training technique that has proven useful is to have intelligence personnel from various units instruct reconnaissance troops in the effects of weather, terrain, and hydrography on the operations of their units and the necessity for the collection of specific items of information. These instructors should be from engineer, artillery, helicopter, tank, motor transport, and amphibious tractor units. In addition to the training mentioned above, annual instruction is conducted in the following subjects:

- Intelligence functions, IRM, and intelligence planning, with special emphasis on: PIR and IR development and management; and IOC or unit G-2/S-2 organization, responsibilities, roles, and functions.
- Threat forces organization, capabilities, limitations, equipment recognition and operations, doctrine, and TTP, etc.
- MAGTF and key supporting intelligence and reconnaissance collection agencies and sources of information
- Typical landing force or MAGTF Irs (by type mission, by type unit or function, etc.)
- Capabilities and limitations of combat and combat support units and their peculiar Irs
- Intelligence C2, intelligence reporting, and supporting CIS
- CI
- Handling of enemy documents, materiel, and prisoners
- Recognition of foreign uniforms, equipment, and weapons.

(2) Communication and Information Systems Training. Basic CIS training involves the types and characteristics of organic CIS equipment and the manner in which it is employed by a ground reconnaissance team. CIS training includes the following:

- Characteristics and uses of all organic visual, infrared, underwater sound, transmission security, and radio equipment

wVoice radio procedures

wInstallation, operation and maintenance of automated information systems and databases (e.g., TCO and IAS, systems administration, intelligence databases, TACPHOTO)

wBrevity formats, one-time pad system, numerical codes, authentication systems, and other manual and automated cryptographic systems

wPower sources and frequency alignment

wPropagation theory, antenna characteristics, and field improvisation of antennas

wEmergency communications

wWaterproofing and packaging of equipment.

(3) Swimmer Conditioning. A swimming program is established to increase the individual's proficiency to first class swimmer, as defined by Marine Corps directive; to teach the rudiments of water safety and lifesaving; and to develop both self-confidence and endurance in the water. Swimming instruction should be conducted by personnel qualified as Red Cross water safety instructors and assisted by personnel qualified as expert and first class swimmers. During initial swimming instruction, buddy teams are formed and Marines usually remain paired throughout their tour with the unit. Consideration of ability and compatibility is an important factor when forming buddy teams. At the conclusion of the swimmer conditioning program, the Marine should be capable of easily swimming three to five miles in open water with the aid of swim fins. Swimmer conditioning includes the following as basic requirements:

w Poolside conditioning exercises

w Basic swimming strokes and their application

w Water safety, lifesaving, and emergency procedures

w Pool and open-water swimming with and without fins (Open-water swimming includes swimming in ground swells; emphasis should be placed on the use of swimmer recovery strokes with the aid of swim fins.)

w Fin 2000 meters in 60 minutes with combat equipment and ALICE pack.

w Use and care of swim fins, masks, diver's dress, life vests, and other swimming aids and accessories.

(4) Preparatory Parachute Training. Before the assignment of personnel to airborne courses conducted by the Department of the Army, a parachute preparatory training course is conducted by the unit. The airborne course is a concentrated, strenuous course during which physical requirements become increasingly greater. For airborne courses, personnel who are able to meet one and one-half times the physical requirements for admission can be expected to successfully complete the course. Training should include the following:

- Physical conditioning
- Parachute landing falls
- Equipment familiarization
- Jump commands and mock door drills
- Suspended harness drill (if apparatus is available)
- Recovery from drag
- Familiarization with the airborne training techniques encountered at formal airborne schools.

(5) Demolitions. Although reconnaissance units are not usually required to use demolitions extensively, limited demolitions tasks may be directed. All personnel should have a basic knowledge of and training in the use of demolitions. On completion of this training, the reconnaissance/scout Marine should be capable of safely and properly using all types of standard military explosives, including detonating cord and both electric and nonelectric firing devices.

(6) Weapons Training and Requalification. In addition to annual marksmanship requalification training, familiarization training, including firing, is conducted with all infantry weapons. Also included is instruction in the recognition and characteristics of foreign weapons. Weapons training is best conducted as block training. Including annual requalification training, commanders can expect to devote about three weeks each year to weapons training.

(7) Special Training in Route Reconnaissance. Reconnaissance units are often assigned the task of reporting the natural and manmade characteristics of roads and bridges. It is essential, therefore, that reconnaissance personnel receive extra training in the basics of road and bridge construction/classification. This training is supervised by Marine Corps engineer units and will require close coordination with the reconnaissance unit.

(8) Survival, Evasion, Resistance, and Escape Training. In general, units are not capable of providing the level of training acquired at a formal SERE course. Additionally, some security restrictions necessiate some SERE training only be conducted at training commands. Effective SERE training is a basic requirement for individual reconnaissance and scout Marines, however, that all newly assigned Marines should receive at least familiarization training before assignment to a team. Basic SERE training conducted by the reconnaissance unit emphasizes the following:

- Psychological aspects of escape
- Code of conduct and resistance to interrogation
- Evasion and survival techniques
- Prisoner-of-war camp routine and escape organization
- Conduct within friendly evasion and escape nets.

(9) Preliminary Self-Contained Underwater Breathing Apparatus Training. Basic qualification as a SCUBA diver is acquired at a formal Navy school. Before assignment to a formal school, local preschool conditioning and familiarization training is conducted, including pool and open-water training. This preschool training normally ensures satisfactory completion of the formal SCUBA course. Normally, open water familiarization with diving equipment is not conducted. Preschool diver familiarization training includes:

- Diving physics, physiology, diseases, and injuries
- Use of decompression tables
- Safety practices and emergency procedures
- Use and care of diving apparatus and accessories
- Physical training to develop muscles used in swimming
- Pool exercises using SCUBA equipment without regulators.

(10) Nuclear, Biological, and Chemical Training. NBC training should include the following:

- Individual conduct in an NBC environment

- Procedures for reporting nuclear blasts and suspected or detected presence of chemical and biological agents.

(11) Training in Helicopter Insertion/Extraction Techniques

(a) Reconnaissance patrols are inserted into and extracted from LZs that permit unobstructed landing by helicopters whenever practical and consistent with the reconnaissance SOPs. The employment of fast ropes, rappelling or a SPIE system affixed to and suspended below a hovering helicopter as a means of inserting or extracting a reconnaissance team will be limited to those operations where the accomplishment of reconnaissance objectives or the safety of patrol members requires their use. These types of operations are extremely hazardous, not only for the personnel, but for the helicopter; both may be exposed to enemy fire for an extended period of time.

(b) Reconnaissance personnel should conduct training in the following areas, which are peculiar to helicopter supported insertions and extractions:

- Rappelling techniques
- Helicasting techniques
- SPIE and hoist techniques
- LZ selection
- LZ identification and marking (day/night)
- Directing helicopters into an LZ (day/night)
- MEDEVAC
- Control and direction of helicopters for fire suppression
- Insertion/extraction briefing requirements.

8006. Advanced Individual/Basic Unit Training. Advanced individual training can include formal schools such as Ranger school, military freefall school, Pathfinder school, the SF advanced reconnaissance and target acquisition exploitation course, and the mountain leaders course (summer and winter). A majority of advanced individual training is conducted concurrently with basic unit training. Advanced individual training is designed to develop individual proficiency, and basic unit training is conducted to weld individuals into effective operating teams. Basic unit training is characterized by combining several operating techniques into elementary exercises. This training is discussed in the following paragraphs.

a. Physical Training. In addition to basic individual physical fitness, training should be conducted daily by the entire unit to maintain a desired level of physical fitness. To ensure proper muscle tone, the type of physical fitness training is varied and alternated. Approximately one hour per day of scheduled physical training is considered ample. See appropriate Marine Corps orders, manuals, and reference publications for detailed information.

b. Parachute Training

(1) Advanced individual training consists, in part, of three weeks of formal airborne training prescribed by the Department of the Army. Subsequent training includes familiarization with the Navy and Marine aircraft normally used by reconnaissance units, preparation of individual equipment, and day and night jumps with complete combat equipment using static line-activated, steerable parachutes. In addition, all parachutist officer and NCO team leaders must take prescribed training to qualify as jumpmasters. The reconnaissance unit commander has the authority to designate qualified personnel as jumpmasters. Basic unit training includes preparation of team equipment, team jumps under tactical conditions, and team reassembly in the landing area.

(2) MCWP 3-15.7, *Static Line Parachute Training and Techniques*, should be used for the preparation and conduct of parachute training; it also contains the criteria for jumpmaster qualifications.

c. Water Operations Training. In addition to the individual swimmer requirements and training, the reconnaissance team must be thoroughly familiar with equipment used by the team in open-water operations. Teams should receive familiarization training in the types of boats to be used, as well as related boat equipment. Instruction is given on the use of boat compasses, metascopes, and submersible cameras. Instruction is also provided on packing and waterproofing boat motors, communications equipment, map packets, clothing, and other equipment deemed appropriate.

d. Self-Contained Underwater Breathing Apparatus Qualification Training. Information concerning SCUBA qualification, maintenance of diving proficiency requirements, and formal school training is contained in applicable Marine Corps, U.S. Navy Bureau of Medicine and Surgery (BUMED), and Naval Ship Systems command headquarters (NAVSHIPS) directives.

e. Surf and Open-Water Swimming. As individuals and teams gain confidence and ability as swimmers, the training program is expanded to surf and open-water swimming. Emphasis is on endurance and concealment by each team member in both heavy surf and calm water.

f. Submarine Training. Both day and night training should be conducted in the techniques of leaving and entering a submerged submarine. Officers and NCOs are trained in the

operation of a submarine escape trunk. Instructions and safety precautions relative to such training are contained in submarine force and individual submarine instructions.

g. Inflatable Boat Handling. Individuals are assigned to boat teams for training in boat handling and remain with the same boat team throughout the training. Two reconnaissance teams may be trained as one boat team, rotating duties as passenger, coxswain, or as one of the six paddlers in a seven-man inflatable boat.

h. Reconnaissance Patrolling. Teams are assigned missions that require the members to apply the skills learned in basic individual training. Emphasis is placed on the responsibility and duties of the individual member as they apply to the success of the team as a whole. This subject is the central reason for existence of a reconnaissance unit and, as such, is extremely important. All individual and unit training should be conducted with the single purpose of contributing to the success of a reconnaissance patrol. The basics of this training can be presented in a classroom environment, but the techniques of conducting a reconnaissance patrol can be learned only from practice in the field. The training should start with the basics of patrol movement and simple objectives to be reconnoitered and then progress to cover all types of reconnaissance missions. Throughout the training, maximum effort should be given to having individuals train with the same team. Individuals should be rotated through each billet in the patrol organization to ensure that if any patrol member becomes a casualty the other member can perform his duties effectively.

i. Initial Terminal Guidance Training. ITG training is conducted on a platoon and team basis. Terminal guidance teams provide ITG to assault helicopters. Training primarily consists of reconnaissance techniques employed in the general area of the HLZ, marking of helicopter landing sites, use of pyrotechnics, clearing minor obstructions and obstacles within the LZ, and the use of radio communications equipment. This training is conducted concurrently with reconnaissance patrolling.

j. Sensor Implant/Extract Training. Training in the implanting and extraction of sensors is conducted on a platoon and team basis. Sensors from the SCAMP can provide a variety of information and are an important link in the intelligence organization. Training consists of working with the SCAMP to learn how to implant/extract different types of sensors, load sensors on fixed- or rotary-wing aircraft, and position sensors or sensor relays. This training is conducted concurrently with reconnaissance patrolling.

k. Specific Reconnaissance Techniques and Reporting Procedures. Teams are assigned missions that require the application of specific collecting, recording, and reporting techniques. Subsequent training is accomplished during reconnaissance patrol training, unit off-base problems, and major fleet exercises.

8007. Advanced Unit Training

a. The focus of this type training is to assist the unit to develop collective team skills required to execute reconnaissance missions. Units generally complete training “packages”

during this phase. Some examples of unit training packages are developing infilitration/exfilitration capabilities, including advanced parachute and HAHO drops, long-range communications, patrolling, hydrographic reconnaissance, operating off various naval vessels, using supporting arms, first aid/combat casualty care, limited offensive actions, and foreign weapons recognition. Additionally, advanced unit training may be conducted in support of landing exercises planned by other units or during exercises planned and executed solely by the reconnaissance unit.

b. Advanced unit training is characterized by the realistic employment of all elements of the reconnaissance unit and includes the following:

- Training of the unit staff
- Training of the unit supply and service elements
- Training of the reconnaissance teams in the complete cycle associated with an amphibious reconnaissance. Such training includes the following:
  - Team alert and isolation
  - Briefing
  - Specific training required by the mission
  - Embarkation
  - Rehearsal(s)
  - Landing
  - Execution of the mission
  - Reporting by message
  - Withdrawal and recovery
  - Debriefing/submission of formal reports.

c. To integrate the various facets of training, it is most desirable to have unit off-base training culminate in one or more major fleet exercises.

(1) Off-Base Training. An artificial impression of confidence and capability often results when the same general area is repeatedly used for training and exercises. A great portion of the training should be conducted using different beaches, drop zones, and

exercise areas. At least half of the training and exercises should be conducted at night. During this phase of training, teams should practice special landing and withdrawal/recovery techniques, evasion, escape, survival, patrolling, and specialized reconnaissance techniques. The staff and service support elements participate in this type of training as deemed appropriate.

(2) Major Fleet Amphibious Exercises. The unit should participate in at least one large-scale amphibious exercise (MEF(-) or larger) annually. To gain maximum training experience, teams should be introduced into the objective area by all of the means available. This type of exercise particularly benefits the unit staff and service support elements.

Appendix A

Sample Reconnaissance and Surveillance Execution Checklist

Mission Profile: TRAP

No.	Event/Situation	Report	Net	From	To	Code Word	Planned Timeline	Actual Timeline	Remarks
1	Helicopters Launched, No.					Tip Off			
2	Proceed/Proceeding To Alternate LZ					Knee Pad			
3	In Zone					Foul Line			
4	At Objective Rally Point (ORP)					Huddle			
5	Request Emergency Extract (Primary/Alternate)					Foul			
6	Aircraft Located					Assist			
7	Aircraft Recovered					Hook Shot			
8	Personnel Located					Jump Shot			
9	Personnel Recovered					Score			
10	Gear Recovered					Rebound			
11	Commencing Withdrawal From LZ					Fastbreak			
12	Request Medevac (Primary/Alternate)					Trainer			
13	Helicopter Down, No.					Sprained Ankle			
14	Delay No. By:					Rolex (+)(-)			
15	Abort					Abort			

(reverse blank)

Appendix B

Sample Reconnaissance and Surveillance Checklist[1]

Schedule of Events

Stage for launch	1730
Launch ship-to-shore	1830
At LZ/beach landing site/drop zone	2100
At objective	2100
Commence reports	2130
H-/L-hour for attack force	2330
Linkup	2330
Assault force attack	--
Extract	2445 +
Debrief	0130 +

[1]Sample from Somalia

(reverse blank)

Appendix C

Patrol Status Board

Status Item	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7	Team 8	Team 9
Team leader									
Call signs									
Team status									
Team location									
Last communication check/method									
Next communication check									
Remarks									

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Appendix D

RECONNAISSANCE OPERATIONS CENTER

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D-9. CIS ARCHITECTURE .....

1. Purpose. The purpose of this appendix is to discuss the operating procedures for the ROC during combat operations, field exercises, and contingency situations.

2. General. The ROC is the operations center for the unit. Personnel on watch receive and evaluate information, record and graphically portray situations, make routine reports to higher headquarters, and issue directives and orders in accordance with the commander's guidance. The ROC will be stood-up whenever the unit commander desires. The force reconnaissance company ROC will operate as a stand-alone entity that reports directly to intelligence battalion/intelligence support coordinator (ISC) (within the Division the reconnaissance battalion's ROC reports to the G-2, while in the MEU(SOC) the force reconnaissance platoon's ROC and the recon bn's ROC report to the MEU(SOC) CE's S-2 and BLT's S-2, respectively). All ROCs will coordinate and integrate ROC operations with the support headquarter's SARC. ROC procedures and functions remain the same in either situation. When the unit deploys, all subordinate platoons and teams, unless otherwise directed, will receive their taskings from the ground reconnaissance unit commander, and the platoon headquarters personnel will integrate into the unit staff, all operating under the staff cognizance of the unit's G-2/S-2 or ISC.

3. ORGANIZATION. The ROC is organized into three functional areas: intelligence, operations, and CIS. Each area is headed by the appropriate staff officer for his function. The operations officer is delegated the authority to coordinate the functioning of the ROC. Consequently he may establish procedures and techniques to facilitate its efficient operation.

b. INTELLIGENCE

(1) The S-2 is responsible for briefing/debriefing reconnaissance patrols and submitting patrol reports to higher headquarters. The S-2 will coordinate with other staff sections and reconnaissance elements on intelligence related matters. Specific responsibilities include the following:

- Daily dissemination of weather reports
- Supervising the handling and processing of enemy prisoners of war (EPWs) and captured materials.

(2) The S-2 will maintain an enemy situation map or intelligence database; provide maps and other GI&S support on the area(s) of operation; provide information and intelligence pertaining to the enemy, the weather, and terrain; and provide astronomical and hydrography data as necessary.

b. OPERATIONS

(1) The S-3 is responsible for the coordination, organization, and operation of the ROC and the ROC watch personnel in their duties.

(2) The S-3 will maintain the operations situation map or operations databases that portrays the friendly situation, tasked PIRs/IRs, tactical control measures, fire support coordination measures, and HLZs. The S-3 will also maintain team status information and, in conjunction with the S-2, a significant events board. In addition, in conjunction with the intelligence section, the operations section is responsible for drafting all warning orders, FRAGOs, and OPORDs to platoon commanders directing the employment of their reconnaissance teams.

c. COMMUNICATIONS AND INFORMATION SYSTEMS. The S-6 officer is responsible for establishing and maintaining the unit's nets, which include the intelligence net, reconnaissance net, unit command net, and other nets and CIS support as required. In addition, he will ensure that assigned radio operators are properly trained and prepared for watch. The S-6 will perform the following duties:

- Advise the headquarters commandant as to the specific location for the ROC
- Ensure that the unit's CIS network is integrated with that of higher headquarters
- Advise and support the commander and other staff section on CIS operations, employment, and automated information systems administration
- Ensure that the unit's electromagnetic signature is minimized
- Recommend the specific location for the *antenna farm* and establish the watch rotation for radio operators, CIS supervisors, and antenna farm personnel
- Establish a telephone landline and local area network connectivity (LAN)between the surveillance and reconnaissance cell (SARC) and the ROC.

4. PERSONNEL REQUIREMENTS

a. Personnel within the ROC will be kept to a minimum to facilitate operational efficiency.

b. The personnel normally assigned to the ROC on a continuous basis are listed in Table D-1.

Table D-1. Personnel Assigned to a Reconnaissance Operations Center

NUMBER	GRADE	DUTIES
1	Lieutenant/staff NCO (SNCO)	Watch officer
1	NCO/Lance Corporal	Plotter
1	NCO/Private First Class	Journal Clerk
1	NCO/Private First Class	LAN Operator
1	SNCO/NCO	Communications supervisor
2	NCO/Private First Class	Radio operators

c. Personnel required in the ROC during periods of high operational tempo are listed in Table D-2.

Table D-2. Additional Personnel of a Reconnaissance Operations Center During High-Tempo Operations

NUMBER	GRADE	DUTIES
1	Lt Col/Major	Commanding officer
1	Maj/Lieutenant	S-3 Officer
1	Lieutenant	S-2 Officer
1	Captain/Lieutenant	S-6 Officer

d. During periods of high operational tempo, actuals will talk directly with actuals to facilitate understanding between committed teams, the ROC, and higher headquarters.

5. PREPARATION fOR DEPLOYMENT of the Reconnaissance Center

a. S-1 Actions. The S-1 is responsible for all predeployment and postdeployment administrative needs. The S-1 will perform the following duties:

- Collate, type, and update all rosters of deploying personnel.
- Coordinate with consolidated administration (CONAD) to initiate and issue any orders needed.
- The S-1 is responsible for the transportation and safekeeping of all required classified material, except for cryptographic material.
- Ensure the following items are up to date on all deploying personnel:
  - Record of emergency data
  - Serviceman’s Group Life Insurance (SGLI)
  - Wills
  - Power of Attorney
  - Identification card
  - Identification tags.
- Be responsible for all personnel reports such as wounded in action (WIA), killed in action (KIA), EPW, and company personnel status.

- Ensure CONAD makes the appropriate entries as to deployment time on return.

b. S-2 Actions. The S-2's duties include those listed below.

- The S-2 will be responsible for all intelligence and reconnaissance coordination with the III MEF G-2, the ISC, to includethe procurement of maps and other GI&S support, publications, other support products, threat and AO environmental intelligence databases, and mission briefing and debriefing formats.

- The S-2 will be responsible for all requests for intelligence (RFIs) to higher headquarters. The S-2 will ensure that all relevant JTF, theater- and national-level reporting from higher headquarters is forwarded to this command for planning purposes.

- The S-2 is responsible for the ordering/procurement of all maps,nautical charts and other GI&S support required for the area of operation.

- The S-2 will acquire all related publications such as tide charts, list of lights, light list, sailing direction, and all relevant related materials, as well as a list of publications that will be embarked with the intelligence section. All publications will be embarked in waterproof containers.

- The S-2 will prepare and maintain current enemy disposition situation maps.

c. S-3 Actions. The S-3's responsibilities are listed below.

- The S-3 is responsible for planning, coordinating, organizing, and executing the deployment of the ROC, to include its effective intelligence, operations and CIS integration with the supported unit's IOC support cell and SARC.

- The S-3 is responsible for develop of the ground reconnaissance plan, insertion and extraction planning, ground reconnaissance unit's C2 integration with the IOC and G-2/S-2 section, preparation and conduct of intelligence reporting.

- The S-3 is responsible for the effective integration of the ground reconnaissance unit's operations with the supported unit's all-source intelligence operations.

- The S-3 is responsible for the planning, coordinating, organizing, establishment, manning and operations of the ground reconnaissance unit's SARC representatives and any other established unit liaison elements.

- The S-3 is responsible for the identification of all unit reporting and information management requirements, formats, supporting C2 and CIS, etc.

- The S-3 is responsible for the overall command security readiness: physical, information, and communications and information security.

- The S-3 will ensure that all required equipment and supplies is serviceable and inventoried before embarkation. All gear will be prestaged in a secure location, ready to be deployed rapidly. A list of the essential equipment needed for the company ROC and SARC representatives will be included, as will a list of required databases that must be established and maintained and essential publications that will be embarked with the operations section. All publications will be embarked in waterproofed containers. If feasible, map boards and overlays and all operations oriented databases will be made up or established in advance. The operations map board and/or opreations databases will cover all geographic areas of the supported force's area of operation. The premade overlays and databases should reflect planned friendly positions, enemy positions, and C2 and fire support measures. A complete listing of all equipment, databases, publications, and maps needed must be established as early as possible.

- The S-3 will ensure that isolated personnel reports (ISOPREPs) are prepared and maintained on all Marines in the unit.

d. S-4 Actions. The S-4 will normally handle the following aspects of the deployment of the ROC:

- Transportation

- Embarkation

- Food and water

- Tentage

- Billeting

- Movement plan

- Ammunition/pyrotechnics

- Required CSS reports (logistic status (LOGSTAT))

- Coordination of special times for armory, chow hall, and so on

- Physical security of CSS resources.

e. SUPPLY SECTION. The company supply section will order any supplies needed for the operation that are not already on hand. (They will need advance notice.) Company supply will also organize and coordinate supply issue to minimize confusion.

f. S-6 SECTION

(1) Communications and Information Systems (CIS) Officer. The responsibilities of the CIS officer are as follows:

- Direct the tactical employment of the S-6 section during operations.

- Supervise the detailed operation of all weapons, motor vehicles and tactical CIS equipment utilized by the section.

- Evaluate intelligence, make estimates of the situation and formulate and execute a plan of action pertaining to CIS matters, including the installation, operation and displacement of tacticalCIS resources and systems.

- Arrange for the interconnection of tactical CIS with external CIS systems in support of radio communications and data transmission.

- Manage all frequency assets of the command and attached units.

- Perform transmission, network and traffic engineering.

- Plan, supervise and coordinate communications and network security policy operations and procedures.

- Coordinate employment of unit CISs assets with other CIS units, intelligence, infantry, armor, air and other military services or joint/combined communications agencies.

(2) CIS Chief. The CIS chief's responsibilities include:

- Coordinate with the S-6 officer to establish radio, telephone, and information systems requirements for the ROC and the ground reconnaissance unit's representatives within the SARC.

- Assist the S-6 officer in writing the CIS plan for the unit.

- Pass mission requirements to the radio chief so that the proper equipment density list can be formulated.

- Coordinate with the classified material storage (CMS) to ensure proper CMS is on hand for all users and that all users are familiar with CMS destruction procedures.

- Ensure that all CIS equipment is operationally checked and packed for embarkation.

- Ensure that a radio wave propagation study is completed and a frequency request is forwarded 90 to 120 days before deployment.

- Ensure a rear party HF net (long range) is set up before deployment.

- Ensure that batteries are turned in two weeks before for preparation, packaging, and preservation (PP&P) and picked up one week before deployment.

- Ensure frequencies are on hand and operationally checked over the long-range HF rear party net before deployment.

- Have a minimum of one S-6 section representative on the advance party to ensure HF communications are set up and operational before the main body arrives and to help pick the location of the ROC or antenna farm.

(3) Radio Chief. The radio chief performs the following functions:

w Assist the CIS chief in preparing the units's CIS plan.

w Prepare the CIS equipment density list.

w Brief the watch supervisors and team communicators on future CIS requirements.

w Ensure proper CMS keying material and encrypting material is available for both platoon/team, ROC, and the unit's SARC representative's CIS needs.

w Reinspect the CIS equipment density list before departure to ensure all required CIS equipment has been accounted for.

(4) Communications-Electronics Maintenance Chief. The communications-electronics maintenance chief performs the following functions:

w Make liaison with the battalion S-4/CSS element (CSSE) personnel to ensure the availability of repair and replacement parts.

w Ensure that the CIS equipment is properly repaired or replaced.

w Coordinate with CIS and radio chiefs to ensure adequate test measurement diagnostic equipment (TMDE) is available.

w Conduct limited technical inspections of all CIS equipment.

(5) Radio Supervisor. The radio supervisor directly supervises the packing of all CIS assets and submits load plans to the CIS chief for final inspection before debarkation.

(6) Watch Standers. Watch standers should be prepared to pack and load CIS equipment as directed.

6. ROC Procedures. The normal procedures for operation of the ROC are described in the following paragraphs.

a. All incoming and outgoing pieces of information (messages, orders, plans, memorandums, orders, etc.) will be given to the ROC watch officer who will assign journal numbers and record the entries in the journal log.

b. The ROC watch officer will evaluate each piece of information reported by ground reconnaissance teams, determine the required action, and ensure that the information is delivered to the SARC OIC or other designated cells or sections as rapidly as possible in accordance with the current intelligence reporting and dissemination criteria. The watch officer will ensure that each outgoing and incoming message is legible and written in plain English. The CIS supervisor is responsible for encrypting or decrypting each message. The watch officer will maintain a file decrypting each message and will also maintain a file (in box) for the S-2/S-3 on any message that requires action, is forwarded to higher headquarters, or is significant.

(1) Incoming Messages. The journal clerk will make three copies of each incoming message. The radio operator will retain a copy for the specific net the message was received on and will forward the original and one copy to the CIS supervisor. The LAN will decrypt the message and forward the original and a copy (and the plain English original, if applicable) to the watch officer, who will assign a serial number. The watch officer will return the copy, with serial number, to the CIS supervisor. The watch officer will file the original in the journal file and record the message on a journal sheet. The communication supervisor will do the same with his copy. The watch officer will always retain the original and any decrypted originals. The watch officer will determine if action is required, make any additional copies in plain English text (if necessary), and forward the copy(ies) to the SARC OIC or other designated cells/sections in accordance with current intelligence reporting and dissemination criteria. See Figure D-1.

(2) Outgoing Messages. The author of an outgoing message will make an original plus three copies. The message must be clear, concise, and written in plain English. The originator passes the original and all copies to the watch officer who in turn will authorize its transmission. The watch officer is the only person with the authority to release outgoing messages. The watch officer will forward the three copies to the communication supervisor. Before transmission, the communication supervisor will encrypt the message by using brevity codes, AKAK 874, and so on, and determine the most appropriate net for delivery. The communication supervisor passes the copies to the radio operator for delivery. Once the message has been sent, the radio operator will annotate the time of

delivery on the "canary yellow," retain one copy for the communication log on that specific net, and return two copies to the communication supervisor. The communication supervisor forwards both copies to the watch officer who then assigns a serial number to the message. The watch officer returns one copy to the communication supervisor and files and records the original in the ROC journal log. The communication supervisor does the same. Last, the watch officer returns a copy of message, with the time of delivery annotated, to the originator. (See Figure D-2.)

- An outgoing message will never be assigned a serial number and recorded in the ROC journal log before to its receipt by the addressee.

- The watch officer always retains the original copy of all incoming and outgoing messages for the record.

- The watch officer is the only person authorized to release messages.

Figure D-1. Incoming Messages

c. The watch officer will ensure that any information requiring the updating of status boards, significant events boards, or maps are properly maintained by the plotter.

d. All watch personnel will monitor the developing tactical situation to maintain situational awareness. During periods of high operational tempo, the watch officer will ensure that each functional area (i.e., CIS) is properly augmented to maintain operational efficiency and situational awareness.

e. A landline between the ROC and G-2/S-2 will be maintained at the watch officer's desk to facilitate the rapid transfer of information to and from higher headquarters.

Figure D-2. Outgoing Messages

f. All telephone conversations of such importance to warrant recording will be prepared in duplicate on the standard message book blank. The original will be filed and recorded in the journal log and the copy will be placed in the traffic flow.

7. UNIT JOURNAL LOG. The journal log is a brief, chronological record of important events and incidents that affect the company. It is the company's official record on all operations. The journal log consists of two parts—the journal sheets and the journal file. The watch officer is responsible for maintaining the journal log.

a. Purpose. The journal log is used to record events and incidents as they occur. It provides a complete picture of the activities of the company for the period covered, showing what the company did, where it was located, and what important events took place. The information contained in the journal log assists the company commander in maintaining an ongoing situational awareness.

b. Form and Content

(1) Journal sheets will be open at 0001 (local) each day, or as directed by the supported unit's G-3/S-3 or G-2/S-2.

(2) A brief synopsis of all incoming and outgoing tactical messages and oral instructions will be recorded on the journal sheets. Number each entry consecutively beginning with 001 at 0001 (local) each day. Each 001 will always open the journal.

(3) Messages or written summaries of oral instructions will be filed by serial number and corresponding date in the journal file.

(4) At the conclusion of each watch, the watch officer will record a summary of significant and pending events that occurred on his watch below the last entry on the journal sheet.

(5) At the end of each day (2400) local, a summary of the entire day's operations and a summary of plans for the next day will be recorded on the journal sheet by the watch officer.

(6) Journal sheets will be reviewed by the S-2/S-3 and forwarded to the operations chief for filing at the conclusion of each day.

(7) The operations chief will consolidate all the previous day's journal sheets and files at (*designated time)* on the day after the journal log has ended. The consolidated sheets and files will represent the company's official records.

c. JOURNAL SHEET. (See Figure D-3.)

(1) The heading of the journal sheet contains the company designation, its location, and the period covered by the journal.

(2) The body of the journal contains six columns as follows:

(a) Time. The Time In column denotes the time a message is received in the ROC. When a message is received at the CIS center, by landline or orally, a time receipt is noted thereon. This time of receipt is entered in the Time In column on the journal sheet. The Time Out column is used to record the time an outgoing message is delivered to the addressee. As outgoing messages are handled by the CIS section, the

time of delivery is entered in the Time Out column on the journal sheet only after the "has been sent" copy of the outgoing message has been returned to the watch officer.

(b) Serial Number. Each entry made in the journal is numbered consecutively beginning with the numeral 001. Each entry made on the journal sheet will have a corresponding message (in the journal file) with a matching serial number.

(c) Date/Time Group. The time entered in the Date/Time Group column is the date/time group (DTG) of each message sent or received. By comparing the entry in the DTG column with the entry in the Time column, the time lag or message handling time can be determined.

Figure D-3. Journal Sheet

(d) Incidents, Messages, and Orders. The first item entered in the column is the name of the unit sending and receiving, and each is underlined. Radio call signs are not used. This is followed by a brief synopsis of the vital information, such as what, where, when, and how. A full account of the event can be found in the journal file or through other supporting documents by tracing serial numbers. Original entries should not be altered, but supplemented or corrected by later entries when necessary. Oral messages are reduced to writing and processed like written messages.

(e) Action Taken. This column is used to indicate the action taken, such as routing to cognizant unit staff officers or higher headquarters, disseminating pertinent information, and/or filing of the message. Some of the more common symbols used to indicate action taken are "M," posted on the situation maps; "S," circulated to unit staff (if the information is only circulated to only part of the staff, this is indicated by adding the number corresponding to the staff section); "T," information disseminated to troops or subordinate units; "F," filed in the journal file for each entry where a supporting document exists; and "H," forwarded to higher headquarters.

(f) Ending

1 Summary. A brief summary of major activities, with reasons underlying decisions, is entered in the journal at the end of each watch officer tour and at the end of each day. This summary is written in narrative form under the column titled Incidents, Messages, Orders. The summary should be captioned End of

Watch Summary. This is followed by a paragraph summarizing any pending decisions, problems, or outgoing messages that may require action or clarification by the oncoming watch officer.

2 Closing. Journals are closed daily or at the end of periods or phases prescribed by higher headquarters. An entry is made indicating the date and time of closing the journal. The End of Day Summary entry will be followed by a brief summary and any pending issues of the previous day. The watch officer will ensure that when the new journal is opened, entry J-001 will also reflect the previous end of day summary.

d. JOURNAL FILE. The journal file is considered part of the journal log. It contains messages, orders, records of conversations, and other documents supporting entries on the journal sheets. The serial numbers assigned to an entry when it is recorded on the journal sheet is placed on the supporting document. At that time, the supporting documents are filed by serial numbers and corresponding date in the journal file. Thus, the journal sheet becomes an index to the journal file, which contains the detailed information. The journal is closed and opened with the journal sheets.

8. DUTIES OF WATCH PERSONNEL

a. WATCH OFFICER. The ROC watch officer is responsible for the overall functioning of the ROC. As such he will perform the functions described in the following paragraphs.

(1) The watch officer will arrive at the ROC at least 15 minutes before assuming watch to perform the following tasks:

- Read the past 24 hours of the journal log and review any pending messages.
- Review the current priorities and status of all PIRs and Irs that unit ground reconnaissance teams have been tasked to satisfy.
- Review the status of ongoing/planned ground reconnaissance team debriefings, to include their preparation of required intelligence products (e.g., sketches, imagery, etc.)
- Receive a thorough brief from the outgoing watch on the current threat situation; the status of committed ground reconnaissance teams; the status of teams in reserve and those in various states of planning; and the friendly situation, including adjacent units.
- Inform the reconnaissance representative in the SARC that he is the oncoming watch officer and review any issues of concern.

- Review the status of all personnel and equipment conducting retransmission operations, including the antenna farm.

- Review the status of ground and air MEDEVAC and the appropriate procedures for requesting MEDEVAC.

- Review the status and positions of all fire support agencies and the appropriate procedures for requesting fire support.

- Verify who the relief is and where he is billeted.

- Once prepared to assume watch, announce to all personnel within the ROC that he has assumed the watch.

(2) Once posted, keep abreast of tactical situation, make routine decisions, and keep the staff aware of tactical situation or unusual incidents.

(3) Supervise the performance of all ROC personnel, to include supervision of unit SARC representatives.

(4) Maintain the journal log, assign serial numbers to all messages and ensure that information is being routed in an expeditious manner. If messenger is used to deliver messages to higher headquarters or unit staff, ensure receipt was acknowledged and that the appropriate action relative to the message was accomplished.

(5) Be prepared to brief the unit commander, principal staff, and authorized visitors on the current situation.

(a) Standard Briefing Guide. Unless otherwise directed, the watch officer will brief in the following manner:

- Weather forecast

- Enemy situation

- Friendly situation

- Current list and priority of all PIRs and IRs that unit ground reconnaissance elements have been tasked to satisfy.

- Status of all reconnaissance teams: those employed, those in planning, and those in reserve

- CIS status and problems
- Significant events
- Pending issues
- Any administrative items.

(6) Prepare nonrecurring reports that occur during the watch for submission to higher headquarters' G-2/S-2 or G-3/S-3.

(7) Ensure that all watch personnel are maintaining a situational awareness. This is best accomplished by a short brief to all ROC personnel, particularly following personnel turnovers.

(8) Initiate recall of all primary staff and the unit commander in the event of a team being compromised or in contact or on receipt of a new mission from higher headquarters.

(9) Be prepared to liaison directly with higher headquarters in the event of a critical message received, such as information regarding a IRs, fire support requests, and so on.

(10) Ensure that unauthorized or off-duty personnel are not in the ROC.

(11) Ensure that light discipline is maintained during periods of reduced visibility.

(12) Initiate the emergency destruction plan, as required.

b. S-2/S-3 Plotter. The plotter is responsible for maintaining the situational maps, status boards, and the significant events board. In addition, the plotter serves as a messenger and assists the watch officer in the overall functioning of the ROC. The plotter will perform the functions described in the following paragraphs.

(1) Arrive for duty 15 minutes before assuming watch to be briefed on the current situation from the offgoing watch. The following steps must be taken:

- Review the current situation as depicted in the situation maps and status boards.
- Review the past 24 hours of operations and any pending information not yet plotted.
- Review any upcoming operations.
- Ensure that the offgoing watch has properly plotted and maintained the situation maps, significant events board, and all status boards.

- Verify who your relief is and where he is sleeping.

- Inform the watch officer that you have been properly briefed and are ready for post. The watch officer will officially post you.

(2) Plot current information on the S-2 and S-3 situation maps in a neat, uniform manner, using MCRP 5-12A as a reference.

(3) Maintain all status boards in an orderly and accurate manner.

(4) Maintain the significant events boards in a neat, orderly manner. Use a red marker to distinguish intelligence events (i.e., size, activity, location, unit, time, equipment (SALUTE) reports) and a black marker to distinguish operational events (i.e., position reports (POSREPs)). List the events consecutively, from top to bottom, as they occur. Significant events will not be erased without the authorization of the watch officer.

(5) Prepare overlays as they are required by the S-2 or S-3.

(6) Update target information that may flow from the FFC/FSCC, and forward any requests for targets to the FFC/FSCC. Ensure that all fire control measures are properly plotted and that the reconnaissance liaison officer is informed of any changes to team positions which effect RAOs and RFAs.

(7) Ensure that all lighting systems are properly working, to include generators and adequate fuel supplies, before sunset.

(8) Carry out any other support duties deemed necessary by the watch officer.

c. CIS SUPERVISOR. The CIS supervisor is in charge of all the communications nets and other CIS resourcesmaintained by the unit. As such, his duties are as follows:

(1) Arrive at the ROC 15 minutes before assuming watch to conduct a turnover with the offgoing supervisor. The turnover will include the following:

- Current status of nets and information systems

- Any problems which occurred during the past 24 hours regarding the unit nets and information systems

- A review of any upcoming frequency changes, crypto or callsign changes, battery changes, last communications with committed teams, and the type(s) of antennas being utilized at the antenna farm

- A reading of the circuit log to ensure messages have been properly routed and logged

- A review of any pending outgoing messages

- Information to the watch officer that you have been briefed and are ready for post. (The watch officer will officially post and relieve the oncoming and offgoing CIS supervisors.)

(2) Maintain callsigns and radio/information nets status boards, and inform the watch officer of any scheduled callsign, crypto, and frequency changes.

(3) Maintain a circuit log on all incoming or outgoing messages.

(4) Supervise the radio and information systems operators, ensuring efficient and proper procedures; ensure that the radio operators are properly maintaining a log on each net for all traffic passed.

(5) Supervise traffic on each net to ensure proper CIS procedures.

(6) Keep the watch officer abreast of any changes in conductivity.

(7) Troubleshoot all down radio nets and information networks, and take appropriate action to restore them. If necessary, recommend alternate means of communications to the watch officer and seek guidance from the CIS chief.

(8) Monitor the nets for enemy jamming, surveillance, etc, and prepare reports for higher headquarters if suspected.

(9) Encrypt/decrypt all outgoing and incoming messages using brevity codes, AKAK-874, or other authorized means; determine the most expeditious and tactical means to pass message traffic and reports (i.e., continuous wave (CW) radio, digital burst radio transmission via digital communications terminal (DCT), voice, tactical data network, etc.).

(10) Ensure that all message traffic is properly routed.

(11) Ensure both ROC field clocks are synchronized with the current PLGR time.

d. RADIO OPERATORS. The ROC CIS center requires two radio operators. One radio operator will monitor the reconnaissance net and one radio operator will monitor both the division intelligence net and the unit command net. The following steps must be taken:

(1) Radio operators will arrive for duty 15 minutes before assuming watch in order to be debriefed on the current operational situation and the current status of CIS on the specific net to which assigned. The following steps must be taken:

- Review the past 24 hours of activity for your assigned net, include any difficulties experienced

- Review any pending messages awaiting transmission

- Coordinate with the CIS supervisor who posts and relieves all oncoming and offgoing watches.

(2) Once posted, maintain the CIS log for your assigned net, and route all message traffic through the CIS supervisor.

(3) Record all incoming message traffic legibly and in accordance with the instructions specified in the standard field message book.

Note: In the event that the ROC establishes additional nets, more radio operators will be required.

9. SITUATION MAPS AND DATABASES. Situation maps and databases (e.g., those maintained on TCO and IAS) provide a graphic portrayal of the current threat and friendly situations. The situation map is maintained on map boards and/or in unit automated databases within the ROC—the operations situation map with intelligence overlay and supporting databases. In addition, the operations officer and intelligence officer are responsible for maintaining a small portable situation map that can be taken with by the unit's tactical echelon during displacements, etc. The liaison officers are responsible for maintaining a situation map at SARC that mirrors the operations situation map at the ROC. If possible, the same scale map and sized overlay will be used for situation maps to allow interchangeability (automated databases and supporting information systems resources greatly simplify this). For current operations, the ROC will generally utilize 1:50,000 meter scale maps. The S-2 will ensure that at least one 1:250,000 meter scale map is available for future operations planning.

a. OPERATIONS SITUATION MAP AND DATABASE. The operations situation map/database portrays the friendly situation, to include that of pertinent joint, other services, coalition and multinational forces. Depicted on the map is the following information:

(1) Current friendly dispositions of battalion and larger sized units, command posts, artillery batteries/units, C2 measures (i.e. higher headquarters checkpoints), and the location of ground reconnaissance teams to include RAOs, OPs, targeted NAIs, and any unit directed insert/extract areas. Friendly military symbols are depicted in in accordance with MCRP 5-12A, *Operational Terms and* Graphics.

(2) Overlays that will augment the operations situation map/database areas follows:

(a) Modified combined obstacle overlay (MCOO)

(b) The supported unit(s) decision support template (DST).

(c) Fire support coordination overlay

(d) Supported headquarter(s) operational scheme of maneuver overlay, with applicable C2 measures

(e) HLZ overlay to include aerial control measures (i.e. fixed-/rotary-wing checkpoints).

(f) Supported unit's intelligence operations plan overlay (at a minimum this will include the entire reconnaissance and surveillance plan)

(f) CIS operations status overaly

b. INTELLIGENCE SITUATION MAP. The intelligence situation map portrays the enemy situation. Positions of enemy sized units of unit strength and larger are depicted in in accordance with MCRP 5-2A, *Operational Terms and* Graphics. Overlays/databases used to augment the intelligence situation map are supported unit developed threat doctrinal, situation and event templates; the NBC situation overlay; the MCOO overlay depicting unrestricted, restrictive, severely restrictive terrain; the reconnaissance and surveillance plan; and the evasion and recovery overlay.

c. It is the responsibility of the reconnaissance liaison officers to ensure that the ROC's situation maps and the SARC's situation maps that pertain to the unit are updated and accurate.

10. STATUS BOARDS. The ROC status boards highlight vital information effecting committed reconnaissance teams, teams in reserve, and the unit. They provide the unit staff and ROC watch personnel with a reference for reviewing the current situation and for future planning. Figures D-4 through D-6 contain the status boards. (Figure D-6 is on page D-22).

Status Item	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7	Team 8	Team 9
Team leader									
Call signs									
Tasked PIRs									
Tasked IRs									
Team status									
Team location									
Last communication check/method									
Next communication check or window									
Primary CIS									

Secondary CIS									
C2/Controlling HQs or Agency									
CSS Status/Resupply									
Anticipated Extract									
Remarks									

Figure D-4. GROUND RECONNAISSANCE TEAM OPERATIONAL STATUS BOARD

Brevity	Event	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7	Team 8	Team 9
	Final validation and update of tasked PIRs/IRs and other intelligence tasks									
	Insert complete									
	Insert abort									
	Initial rally point (IRP)									
	ORP									
	Obj ective/target area/NAIs									
	Dissemination point									
	Patrol base									
	Harbor site									
	Primary route									
	Alternate route									
	Ex tract point									
	L inkup point									
	Can't reach ___ on time									
	Ex tract abort									
	Ex tract complete									
	L ink-up complete									
	Emergency ex tract req uest									
	Mission abort									

Figure D-5. Execution Checklist Matrix Board

11. SIGNIFICANT EVENTS BOARD. (See figure D-7)The significant events board will be maintained by the ROC watch officer. It is used to highlight those events that warrant attention to maintain situational awareness and continuity between watch rotations. Examples of typical entries are changes to tasked PIRs/IRs, NAIs or intelligence tasks; team positions, RFAs, and RAOs; changes to friendly positions which affect the unit (artillery); the passing of C2 from the tactical echelon to the ROC, or vice versa; SALUTE reports; and so on. The events are listed in chronological order from top to bottom, and each entry is labeled with a date/time group. All operations entries are depicted in black and all intelligence entries are depicted in red. The watch officer is the only individual authorized to delete an entry. (See figure D-8)

Astronomical Data							
Date	**BMNT**	**SR**	**SS**	**EENT**	**MR**	**MS**	**% Illumination**

Weather Data
Today's Date
Temperature High Low Humidity
Wind / Direction Speed
Precipitation
Visibility
Sea State Height Period
24 Hour Forecast
48 Hour Forecast
72 Hour Forecast

Challenge/Password		
Date	**Primary**	**Alternate**

Tasked PIRs and IRs

Tasked Reconnaissance Unit FFIRs

Note: BMNT, beginning of morning nautical twilight; SR, sunrise; SS, sunset; EENT, end of evening nautical twilight; MR, moonrise; MS, moonset

Figure D-6. Astronomical/Weather and Challenge/Reply Password Board

DTG	Significant Events

Note: DTG, date/time group

Figure D-7. Significant Events Board

Team	Insert					Extract			
	Date	Time	Loca-tion	Method	Mission	Date	Time	Loca-tion	Method
1									
2									
3									
4									
5									
6									

7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
26									
27									
28									
29									

Figure D-8. Reconnaissance and Surveillance Matrix

12. ROC DISPLACEMENT

a. General. The ROC is displaced when required for effective command and control of unit operations. There must be no interruption of the commanding officer's (CO's) ability to command and support the employed teams. This is accomplished by having two echelons and a small advance party predesignated. Either of the two echelons has the capability for command and control.

b. ADVANCE PARTY

(1) The advance party consists of a representative from the S-3 and S-6 sections, usually in one vehicle. After receiving the probable location of the new site, the advance party will move forward to perform a leaders reconnaissance of the site. The advance party will remain in radio contact with the ROC.

(2) Once the advance party has finalized the precise location of the new ROC location, the party will return to the ROC and brief the CO on their recommendations. After the

CO concurs, the advance party will brief and prepare to lead the ALPHA Echelon to the location.

c. Tactical (or ALPHA) Echelon. The tactical or ALPHA Echelon must contain enough CIS equipment and personnel to set up all required radio nets and networks at the unit's new command post location. Along with the CO, there will be a S-2 representative and S-3 representative. The S-3 will organize the convoy and security if needed. Once the ALPHA Echelon departs, they will give up control of the company to the unit's main echelon/command post until the tactical echelon comes up on the net/networks and have positive CIS on all required radio nets and automated networks.

d. BRAVO Echelon. The BRAVO Echelon will remain in place at the main echelon command post until the tactical echelon has positive CIS. The CO will designate passing of control from main to the tactical echelon when that happens. At that time the tactical echelon becomes the unit's main echelon/command post. Only then will BRAVO Echelon break down and prepare for movement.

13. ROC Communications and Information Systems. The primary mission of the unit's S-6 section is to serve the ROC and support ground reconnaissance teams CIS preparations. It is the responsibility of the S-6 section to use all available means to accomplish this mission. When planning, operating, and maintaining the unit CIS operations, it is essential to satisfy the fundamental requirements of reliability, security, speed, and flexibility. To satisfy these four requirements, the characteristics of responsiveness, survivability, economy, and simplicity must be considered. Tab E contains a CIS equipment list and Tab F outlines CIS planning considerations.

a. CIS ORGANIZATION. The CIS elements of the unit are employed as follows:

(1) S-6 SECTION, HEADQUARTERS PLATOON. The S-6 section serves as the CIS nucleus for the unit. As such, the section is responsible for the ROC CIS operations and support. Also, it is responsible for 1st echelon maintenance of all CIS equipment allocated to the ROC. The S-6 will coordinate all 2d and 3d echelon maintenance requests with higher headquarters and ensure that deadlined equipment is properly entered into the maintenance cycle.

(a) Section Headquarters. The headquarters element of the S-6 section is comprised of a CIS officer (MOS 0602) and a CIS chief (SNCOIC). A detailed list of his responsibilities are discussed in paragraph 3 of the organization section of this publication. In short, his primary responsibility is to plan and supervise the unit's CIS system.

(b) Radio Section. The radio section is comprised of six radio operators (2531 MOS-qualified). This section is responsible for the installation, operation, and maintenance

of the radio network for the ROC. Additionally, the radio section's NCOs will serve as communication supervisors for the ROC. The duties of the ROC CIS supervisors are discussed in paragraph 3 duties of watch supervisor section of this publication.

(2) S-6 Section RADIO OPERATORS. The S-6 section's radio operators will assist the CIS section in the installation, operation, and maintenance of the radio network for the ROC. Once the ROC is established, the platoon radio operators will serve as radio operators in the ROC's communication center. The platoon radio operators are responsible for ensuring and supervising the 1st echelon maintenance of their respective platoon's radio assets, making liaison with the unit's CIS chief before deployment to obtain the current CIS plan, and coordinating his unit's specific CIS requirements.

b. RADIO COMMUNICATIONS. Due to the nature of the mission(s) and the effect timely reporting will have on the supported unit's's current and future plans, it is imperative that the main effort for the ROC focus on its ability to communicate. In short, the ROC CIS center is the backbone to the unit's information/command system. Figure D-9 shows the architecture for CIS.

Figure D-9. ROC Communications and Information Systems Architecture

(1) The following is a list of radio nets that are essential to the operation of the ROC:

(a) Reconnaissance Unit Commander Net 1 or 2 (HF-Uncovered with DCT). This is the net used exclusively for tactical traffic between employed ground reconnaissance teams and the ROC or SARC. While this net is used primarily for intelligence reporting from employed teams, it will also be utilized to request/coordinate supporting arms and request emergency resupply and extracts. Generally the HF radio will be used with the DCT. This net includes the following:

- ROC (net control)
- MAGTF (or Division) SARC (monitor)
- Employed ground reconnaissance teams
- Net control may be passed to the SARC or COC in some circumstances to expedite the rapid reporting and dissemination of highly critical and time sensitive pieces of information
- In some circumstances it may be necessary to make this a covered net. If this net is determined as secure, the cryptographic equipment (KY-99) designed for the AN/PRC-104 will be utilized. To counter the enemy's ability to intercept and/or

monitor radio transmissions on this net, the unit will utilize digital burst transmission through the employment of the AN/PCS-2 (Digital Communication Terminal).

(b) MAGTF (or Division) Intelligence Net (VHF-Covered). This net is used to pass intelligence information from the supported unit to its subordinate commands. This net generally terminates within the COC and includes the following:

- MAGTF or Division G-2 (net control)
- Subordinate units' S-2s
- Other ground and air elements as directed.

(c) Reconnaissance Unit Tactical Net 1, 2, or 3 (VHF-Covered). This net serves as an alternate tactical net between employed ground reconnaissance teams and the ROC. It also serves as a command and control net between unit's tactical and main echelons during displacements, and as an alternate means of CIS between the ROC and the SARC. This net includes the following:

- Reconnaissance Unit ROC (net control)
- SARC OIC
- Ground reconnaissance teams and other subordinate elements; this net will generally be used by employed teams to control inbound extract platforms (i.e. helicopters, ground vehicles, amphibious vessels).

(2) Under normal conditions, the six nets described above form the basis for the CIS system within the ROC. During ROC operations the reconnaissance unit command nets will have one or two assigned radio operators, and one radio operator will be assigned to monitor the supported unit's intelligence net and the reconnaissance unit's command nets. During high tempo operations, a third or fourth radio operator may be required to augment the radio center. Radio operators are responsible for transcribing every message transmitted over their assigned net, whether or not the unit is the addressee. The radio operators will record each message in the appropriate circuit log and forward the message to the CIS supervisor.

(3) Other nets which may be activated in the ROC for enhance operational control are listed below:

(a) Supported Unit's Communications Coordination Net (VHF). The purpose of this net is to provide a means for the coordination, installation, and restoration of communication circuits. This net includes the following:

- Supported Unit's main command post HQ (net control)

- Subordinate units as directed.

(b) MAGTF (or Division) Command Net 1 or 2 (HF). The purpose of this net is to provide a means for the commander to exercise command and control of major combat and combat support units of the unit. This net includes the following:

- Supported unit's COC (net control)

- Subordinate units as directed.

(4) The three preceding nets are not essential to the operation of the company ROC, however they should be planned for, and only activated if time, personnel, and equipment are readily available.

(5) Coordinating Instructions.

(a) All VHF nets are covered unless otherwise noted.

(b) All nets are directed nets (by net control station) unless otherwise noted.

(c) All radio antennas will be remoted at least 500 meters from the ROC unless it is a receiving antenna only.

(d) Directional antennas and low power will be used whenever possible.

(e) DCT or CW transmissions will be used at all times to reduce the electro-magnetic signature of ROC radio transmissions. The only exceptions to this rule are the following:

- If reports of a time sensitive nature (i.e. flash or immediate precedence) are required/anticipated and CW/DCT contact cannot be established
- If atmospheric conditions preclude continuous conductivity with committed teams and voice communication is only alternative

- When requesting and/or coordinating immediate fire suppression and other emergency situations.

c. Manpack Secondary Imagery Dissemination System (SIDS) Concept of Employment. Manpack SIDS is a self-contained system comprised of three outstations, a base station, digital cameras and other specialized devices; communications support must come from other resources. It enables ground reconnaissance units to take pictures of designated targets and then to send the images back to the base station over selected communications paths (e.g., high and very high frequency single-channel radios and ultra high frequency satellite radios). The base

station then feeds the images into the MAGTF tactical data network for follow-on dissemination to other MAGTF IOC, G-2, FFC or other units or centers (figure D-10 depicts one possible communications architecture for Manpack SIDS). This provides the means to process the images or photocopy sketches even before the ground reconnaissance team is extracted.

Figure D-10. Manpack SIDS Communications Connectivity

The outstation, with its digital camera component will be employed by ground reconnaissance teams during missions for imagery acquisition. Imagery collected by the outstation may be stored for subsequent delivery to and analysis by the intelligence battalion's imagery intelligence platoon (IIP), or may be electronically transmitted to the base station over organic tactical communications assets for near-real time analysis by the IIP. The base station generally will be employed at the reconnaissance operations center collocated with the supported units main command echelon for receipt, manipulation, annotation, and subsequent re-transmission of imagery collected by the outstation teams. Depending upon the tasked IRs and the situation, the base station will then disseminate acquired imagery and related information to the the intel bn's P&A cell within the IOC (force recon team operations), to the divisions combat intelligence center for follow-on intelligence analysis, production and dissemination (division recon bn operations), or directly to pertinent unit(s) C2 centers. Dissemination will generally be in accordance with the intelligence reporting criteria stipulated by the ISC (for force recon company operations) or the division's intelligence operations officer or supported unit's intelligence officer (for recon bn operations) via the MAGTF S-TDN to the recipient's IAS.

d. ALTERNATE MEANS OF COMMUNICATION

(1) Alternate means of communication (other than radio) will be used whenever practical. This is particularly true for information of a routine nature and nontactical message traffic between the TFH-main and higher or adjacent commands.

(2) Alternate means of communication includes the following (listed in recommended priority):

- Telephone—if not transmitted by multichannel radio or microwave means
- Local Area Network (LAN) - three tactical data network compatible personal computer workstations or laptoms will always be maintained within the ROC. These serve as secure and efficient means to pass information and reports, but is limited to the units and sections that are supported by the LAN/WAN systems.)
- Messenger—the most secure method
- Visual—limited to the line of sight

- Sound—limited distance.

(3) As stated earlier, the messenger is the most secure method of transmitting information and should be used whenever possible. Personnel used as messengers can be anyone affiliated with the company (i.e. company commander, liaison officers, visitors, clerks, etc.). The S-2/S-3 plotter has an additional duty of messenger for the delivery or receipt of tactical traffic.

e. CIS PRIORITY OF WORK. Establishment of the unit's communication system will be done in the following order:

(1) Establish positive radio communications on priority "1.a." radio nets as prescribed in Appendix 2 "Radio Plan" to Annex K, *Communications and Information Systems,* to the OPORD. Normally, the first net established will be the unit's reconnaissance net.

(2) Establish the unit's main antenna farm.

(3) Establish the ROC's and the unit's SARC representative's computer workstations on the supported unit's LAN/S-TDN.

(4) Run wire lines from the ROC communication center to the antenna farm for remoting radios.

(5) Set up the CIS center within the ROC and connect all remote equipment.

(6) Establish positive radio communications on all other nets.

(7) Install the telephone and landline connecting the ROC watch officer's desk to the SARC OIC and the unit's representative within the SARC

(8) Coordinate with supporting communications unit for the installation of remaining LAN/S-TDN computer workstations connecting the ROC with all subscribers on the network.

f. CLASSIFIED MATERIAL. Before any deployment, the principal staff sections and the reconnaissance platoons are responsible for coordinating CMS support via the unit CIS chief for all cryptographic requirements. Once deployed, all classified materials, to include cryptographic hardware and software, will be stored in the ROC CIS center (vehicle), if established. If the unit does not maintain its own classified material field safe, then all classified material will be held and controlled by supported unit's headquarter's element and the CIS chief will coordinate its pickup. Before deployment, the OIC/SNCOIC for the platoons must ensure they are on the CMS pickup roster.

g. FREQUENCIES, CALLSIGNS, AND THE AUTOMATED COMMUNICATION OPERATION INSTRUCTION

(1) FREQUENCIES. The MAGTF G/S-6 manages all frequencies assigned to the force. HF, VHF and UHF frequencies are issued to units by MAGTF G/S-6 on an as-required basis.

(2) FREQUENCY INTERFERENCE. Frequencies normally experience some interference that must be tolerated. Interference that is intolerable should be reported via the appropriate frequency interference report (FIR) procedure, or as directed in the supported unit's Annex K.

(3) FREQUENCY SECURITY. A frequency, circuit, net name or a frequency designator is by itself unclassified. Any combination of a frequency, with a net name or circuit title, and/or its frequency designator is normally classified, except in the case of wide promulgation and dissemination of safety and search/rescue frequencies.

(4) Breakdown. One of the most common problems encountered during initial phases of almost all operations is the complete breakdown in CIS due to poor coordination of frequencies, callsigns, and cryptographic secure voice procedures. Since CIS is the primary weapon of reconnaissance teams, it is imperative that this initial confusion does not occur. The following procedures will be followed before any operation and/or before any reconnaissance patrol departs friendly lines:

(a) Utilizing any number of HF propagation studies at his disposal, the CIS officer will analyze the atmospheric conditions existing for the time and the place of a proposed unit operation. Following his analysis, the CIS chief will request those frequencies that will most likely facilitate conductivity. If the frequencies are directed by higher headquarters without the unit's input, then the CIS chief will use the propagation study to determine the periods of optimum transmission.

(b) The CIS officer will prepare a complete CIS plan to coincide with the proposed mission of each team.

(c) The CIS officer or chief will brief each team on the CIS plan when the team receives its mission brief. The brief must include the following:

- The locations of all established or planned retransmission sites within the supported unit's area of operation, to include any aerial retrans platforms, that will best support their CIS requirements.

- The use of communication terrain profile so that section's radio chief can assist ground reconnaissance team leaders in the selection of patrol routes that will maximize CIS with the ROC and SARC.

- Periods of optimum transmission; communications windows; adjacent unit callsigns/frequencies; scheduled changes for frequencies/callsigns and cryptography; and any other means available for communicating with the ROC

- The location of the unit ROC and any known locations of future positions, and periods of time when displacements by the ROC can be expected to occur.

(d) Each team will establish positive CIS with the ROC before departing for its mission.

(e) Once committed, ground reconnaissance teams will maintain continuous communications with the ROC and SARC to the maximum extent possible and, when in a static position, will continuously monitor the unit's command net. In plain English this means that listening silence, not radio silence, are the watch words of the day. Occasionally the tactical situation or a need to conserve battery power on extended missions may not permit constant monitoring by the teams. In this case the ROC must maintain its active communication status in order to receive traffic from the teams at any time.

Tab A

Watch Officer Turnover Checklist to ROC SOP

1. PURPOSE. To provide a checklist for watch officers to utilize during their watch turnover.

__ 60 minutes before turnover, plotter will update the S-2/S-3 maps/databases with the G-2/G-3 and IOC/SARC maps/databases. He will also update the significant events and ground reconnaissance team status boards.

__ 20 minutes before turnover, ensure all watch personnel are present.

__ Turnover will commence 15 minutes before watch relief.

__ Oncoming watch officer will first review the journal.

__ Brief enemy situation.

__ Brief friendly situation.

__ Brief status of all ground reconnaissance teams and confirm RAOs

__ Brief current tasked PIRs, IRs and other intelligence taaks for all ground reconnaissance teams.

__ Brief current C2 relationships for all ground reconnaissance teams

__ Brief CIS status of all teams.

__ Brief planning status of all ground reconnaissance teams preparing for employment.

__ Brief status of all recently recovered ground reconnaissance teams (debrief, other intelligence production support tasks, etc.)

__ Brief pending and upcoming issues.

__ Brief administrative items.

__ Ensure all messages are logged in journal file and accounted for.

Tab B

RECONNAISSANCE CENTER EQUIPMENT LIST

Nomenclature	Amount
Field desk	4
Chairs	12
Lantern set	2
Portable generator	2
Wiring harness, tent general purpose	2
Mogas fuel can	4
White gas 4-gal. can	1
Map board	2
Assorted pens	TBD
Folding table	6
Computer with printer	3
Wall clocks	3
Acetate	1 Roll
Flip chart	3 Easel
25-Gal. water can	10
Platoon status boards	TBD
Assorted chemlites	3 Boxes each

Tab C

ROC Required Publications

Short title	Long title
MCWP 2-1	Intelligence Operations
MCWP 2-11	MAGTF Intelligence Collections
MCWP 2-13	MAGTF Intelligence Dissemination
MCWP 2-15.1	Remote Sensor Operations
MCWP 2-15.3	Ground Reconnaissance
MCWP 5-1	Marine Corps Planning Process
MCRP 5-12A (or B)	Operational Terms and Grapics (note: the B version is a CD-ROM)
MCWP 6-2	MAGTF Command and Control
ATP-38	Nato report formats
FM 5-34	Engineer field data
FM 5-25	Explosives and demolitions
	Unitreconnaissance SOP
	Unit Dive SOP
	Unit Static Line SOP
	Unit Submarine SOP
	Unit NBC SOP
	Unity Training SOP
	Unit Ordnance SOP
	Supported unit's Intelligence SOP (and all pertinent appendices and tabs)
	Supported unit's CIS SOP (and all pertinent appendices and tabs)
	Annex B to the supported unit's OPORD or OPLAN
	Annex K to the supported unit's OPORD or OPLAN

Tab D

ROC CIS Equipment List

1. Purpose. To provide staff guidance/checklist for CIS equipment required to support the ROC.

2. Equipment. The necessary communication equipment required to establish and maintain the ROC are listed below. Any equipment required for subordinate units would be issued separately.

INVENTORY SHEET

Quantity	On Hand	Nomenclature
4		AN/PSC-2 (DCT)
8		AN/PRC-119
6		AN/PRC-104/138
3		AN/PRC-113
2		AN/CYZ-10
3		Tactical data network capable personal computer workstations or laptops
1		Printers
2		AN/PSC-5/PRC-117

Note: Equipment lists will be used as a checklist/vehicle load plan prior to deployment.

Tab F

Communication and Information Systems Planning Considerations to ROC SOP

1. Purpose. To assist the CIS planner in preparation for an operation. The list outlined in the sequence for planning, is not all inclusive, but does highlight several key considerations. These sequences often overlap and, therefore, the definition of what takes place in each step is not concise since planning is continuous.

STEP	Action Items for Consideration	DATE COMPLETED
Receipt of the Mission Statement		
1	Study the mission statement	
2	Determine the implied mission	
3	CIS Equipment operational readiness checks	
4	Planning time available	
5	Make necessary assumptions	
6	Make preliminary estimates	
7	Coordination with subordinate CIS planners and establish planning milestones	
INFORMATION & INTELLIGENCE REQUIREMENTS		
1	Area of operation	
2	Relative combat power of friendly units	
3	Relative combat power of enemy units	
4	Enemy SIGINT collections and ES/EA capabilities and limitation	
5	Make additional assumptions for gaps of information	
INITIAL STAFF ORIENTATION		
1	Receive additional information	
2	Validate assumptions	
3	Evaluate preliminary estimate	
COMMANDERS PLANNING GUIDANCE and COURSES of ACTION		
1	Receive commander’s initial guidance	
2	Identify supportability of COA	
STAFF ESTIMATES		
1	Make an estimate of supportability on each COA	
2	Coordinate with staff officer	
3	Prepare recommendations	
4.00	Present recommendations (Communications and Information Systems Estimate)	
COMMANDER’S ESTIMATE, DECISION, and CONCEPT of OPERATION		
1	Receive commander's estimate	
2	Receive commanders decision	
3	Receive commanders concept of operations	
4	Obtain force list	

STEP	Action Items for Consideration	DATE COMPLETED
5	Meet with subordinate unit CIS officer and provide initial CIS guidance	
WARNING ORDERS and PREPARATION of PLANS		
1	Receive warning order	
2	Determine equipment and personnel requirements	
3	Determine cryptographic keying material requirements	
4	Submit request for equipment and personnel augmentation	
5	Conduct map, weather, and terrain analysis	
6	Conduct communication threat assessment	
7	Conduct site reconnaissance, if possible	
8	Identify command post location relative to other units	
9	Identify retransmission locations	
10	Determine command post layout to include equipment location	
11	Assess environmental impact on CIS	
12	Determine logistical requirements	
13	Identify remote sites and needs	
14	Determine security requirements	
15	Assess camouflage requirements	
16	Estimate setup and displacement times	
17	Obtain shipping list	
18	Conduct ship visit	
19	Identify shortfalls (if any) in ships CIS availability and submit for resolution	
20	Submit TSRs	
21	Request frequencies	
22	Request call signs	
23	Clarify supported unit's SYSCON operations and procedures	
24	Identify C2 relationship and related communications connectivity requirements	
25	Review appropriate publications and databases	
26	Assess quantities and conditions of supplies and repairs parts	
27	Identify logistic support	
28	Determine required maintenance support test equipment and publications	
29	Provide senior headquarters with CIS electronics operating instructions (CEOI) input	
30	Prepare personnel and equipment for embark	
31	Review administration checklist	
32	Check equipment for TEMPEST deficiencies	
33	Conduct limited technical inspections	
34	Conduct operational checks of all CIS equipment	

STEP	Action Items for Consideration	DATE COMPLETED
35	Identify all hazardous cargo	
36	Ensure equipment is waterproofed and weatherproofed.	
37	Ensure cryptographic material and equipment has been safeguarded and distributed	
38	Issued communications and information security reminders to staff	
39	Coordinate with G-1/S-1 on messenger service and message routing procedures	
40	Ensure all subordinate communication planners understand the proper communications guard shift procedures	
41	Ensure communications guard shift in accordance with NTP-4	
42	Prepare troop and equipment list for each ship	
43	Provide to ship's CIS officer	
	• Low frequency (LF) access list for ships CIS center	
	• List of prioritized circuits requirements	
	▪ CIS space requirements	
	• Storage and security container	
	• List of LF points of contact regarding CIS	
	• Deck mounting requests, if required	
44	Publish CIS related safety reminders to CIS personnel	
45	Identify CIS reporting requirements	
46	Review senior headquarters operations, intelligence, and CIS plans	
47	Prepare and distribute the radio guard chart and S-TDN guard chart	
48	Determine cryptographic start and change over	
49	Prepare message handling procedures and guidance for each phase of the operation	
50	Prepare for special operations if required	
51	Prepare input for C2W plan	
COMMANDERS APPROVAL		
1	Submit CIS plan for inclusion into the commands OPLAN	
ISSUANCE of PLANS and ORDERS		
1	Ensure senior, adjacent, and supporting communication - electronics officer receive copies/extracts of approved Annex K	
COMMAND and STAFF		
1	Ensure the coordination of communications-electronics assets prior to embarkation	
2	Supervise the installation, operation and maintenance of communications-electronics assets in the objective area	

Appendix E

THE CONFIRMATION BRIEF

1.Background. Once detailed plans are prepared, the commanders will be briefed by relevant executors of the plan on how the operation is planned to unfold and what backup/contingency plans are in place. This is not a decision briefing—all key decisions must already have been made. However, if information or intelligence surfaces that was not available or considered previously, the decision to postpone the operation or modify plans is a possibility. This brief ensures that all key personnel have a clear understanding of the entire operation.

2.Purpose of the Confirmation Brief. The confirmation brief provides commanders with the following:

- An opportunity to express their intent to those who may not yet have heard it, including any key players from higher headquarters staffs

- An opportunity to receive an integrated brief to see how well their subordinate commanders and staffs have planned to carry out their intent with the operation

- An opportunity to discover problems and coordinate their solution on the spot

- A chance to issue last minute guidance and emphasize safety.

Bottom line: The confirmation brief "confirms the plan" and is the oral issuance of the order.

3.WHO ATTENDS THE CONFIRMATION BRIEF. All personnel involved with the preparation and execution of the assigned rapid response operation should be at the briefing, including any personnel having a need to know certain information to be able to execute their specific part of the mission. As listed below, most of the key personnel involved with the mission planning and execution are present at the confirmation brief.

- Battlestaff/crisis action team (CAT)

- Ground and and air mission commanders

- Ground reconnaissance unit, intelligence section, operations section, CIS section and other cell members involved in the preparation of the plan

- Ground reconnaissance elements commander/team leaders

4.Preparation of Detailed Plans

a. Time will probably prohibit the development of new plans. Therefore off-the-shelf plans and the use of SOPs will be the only viable option. This is where a good SOP or playbook -- well integrated with supported units intelligence, operations, CIS and logistics SOPs -- will make all the difference. All the required planning cells are present to conduct the necessary concurrent, parallel, and detailed coordination for the development of the plan, which is given orally as the confirmation brief.

b.Everyone needs to be speaking from the same "sheet of music." Different terminology and definitions must be common and known by all the players involved and included in SOPs.

c.The planning should be based on standardized mission profiles included in the playbook or SOPs to ensure MAGTF, ATF, JTF and other units interoperability.

5.CONFIRMATION BRIEF PREPARATION AND CONDUCT

a.All relevant mission executors of the plan and other staff officers prepare and give the brief to the commanders. These briefers ensure that the higher headquarters commanders and everyone involved fully understand how the operation is planned to unfold and what back-up/contingency plans are in place.

b.The brief follows a standardized briefing format for each mission profile. These briefing guides ensure that the required operational topics are covered in sufficient detail so that everyone involved is fully prepared to execute the mission. These briefing guides also ensure that all required actions have been fully integrated. The following section provides a sample confirmation brief outline with some additional items that could be included depending on the situation. The format will vary from unit to unit.

Confirmation Brief Outline

I.INSERTION

TM1:

PRIMARY

INSERT MEANS:

INSERT POINT:TIME:
LOC: DEGMIN
GRID:

ALTERNATE

INSERT MEANS:

INSERT POINT:TIME:
LOC: DEG MIN
GRID:

TM2:

PRIMARY

INSERT MEANS:

INSERT POINT:TIME:
LOC: DEGMIN
GRID:

ALTERNATE

INSERT MEANS:

INSERT POINT:TIME:
LOC: DEG MIN
GRID:

GRID:

(Other teams as appropriate)

II.MOVEMENT TO OBJECTIVE AREA

TM1:

PRIMARY

ROUTE BRIEF: BEARING: T DEG
DISTANCE: NM
TOT: HR MIN
BLS:
TIME:
LOC: GRID
THREATS:

ALTERNATE

ROUTE BRIEF: BEARING: T DEG
DISTANCE: NM
TOT: HR MIN
BLS:
TIME:
LOC: GRID
THREATS:

TM2:

PRIMARY

ROUTE BRIEF: BEARING: T DEG
DISTANCE: NM
TOT: HR MIN
BLS:
TIME:
LOC: GRID
THREATS:

ALTERNATE

ROUTE BRIEF: BEARING: T DEG
DISTANCE: NM
TOT: HR MIN
BLS:
TIME:
LOC: GRID
THREATS:

(Other teams as appropriate)

III.INTELLIGENCE OBJECTOINS AND OPERATIONAL ACTIONS ON THE OBJECTIVE OR NAMED AREA OF INTEREST

TM1:

OBJECTIVE/NAI:

PIRs:

Intelligence Reporting:

Criteria:

Prioritized Recipients:

Communications:

Primary:
Alternate:

TM2:

OBJECTIVE/NAI:

PIRs:

Intelligence Reporting:

Criteria:

Prioritized Recipients:

Communications:

Primary:
Alternate:

(Other teams as appropriate)

IV.WITHDRAWAL

TM1:

DIRECTION:
DISTANCE:
LOCATION OF EXTRACT SITE:
PRI:
ALT:
MEANS:

TM2:

DIRECTION:
DISTANCE:
LOCATION OF EXTRACT SITE:
PRI:
ALT:
MEANS:

(Other teams as appropriate)

V.LINKUP

TM1:

PRIMARY

LOCATION: PRI-
ALT-
UNIT:
TIME:
COMMUNICATIONS:

ALTERNATE

LOCATION: PRI-
ALT-
UNIT:
TIME:
COMMUNICATIONS:

TM2:

PRIMARY

LOCATION: PRI-
ALT-
UNIT:
TIME:
COMMUNICATIONS:

ALTERNATE

LOCATION: PRI-
ALT-
UNIT:
TIME:
COMMUNICATIONS:

(Other teams as appropriate)

VI.EXTRACT

TM1:

PRIMARY

METHOD:
GROUND_____
AIR _____
WATER _____
LOCATION: PRI-
ALT-
TIME:
COMMUNICATIONS:

ALTERNATE

METHOD:
GROUND_____
AIR _____
WATER _____
LOCATION: PRI-
ALT-
TIME:
COMMUNICATIONS:

TM2:

PRIMARY

METHOD:
GROUND_____
AIR _____
WATER _____
LOCATION: PRI-
ALT-
TIME:
COMMUNICATIONS:

ALTERNATE

METHOD:
GROUND_____
AIR _____
WATER _____
LOCATION: PRI-
ALT-
TIME:
COMMUNICATIONS:

(Other teams as appropriate)

VII.COMMAND AND CONTROL AND SUPPORTING COMMUNICATIONS AND INFORMATION SYSTEMS

CHAIN OF COMMAND:

1)
2)
3)

INTELLIGENCE TASKINGS:

COMMUNICATIONS EQUIPMENT:

RECON TM TO SARC: -PSC-3/KY-57
DCT, KL-43C
-PRC-104/KY-99
DCT, KL-43C, CW KEY
-PRC-113/KY-57

INTER TEAM: -SABER
-PRC-119
-PRC-113/KY-57

TM TO ASSAULT: -SABER

-PRC-119
-PRC-113/KY-57
-PSC-3/KY-57

TM TO FIRE SUPPORT : -AIR PRC-113/KY-57
-PRC-119
-NGF PRC-104/KY-99
-PRC-119
-PSC-3/KY-57

Additional Key Briefing Items

RECONNAISSANCE PLATOON MISSION

MISSION & PIRs:

HQ _____

TM1_____

TM2_____

TM3_____

INSERTION POINT TO OP/HIDE SITE

METHOD:GROUND_____
AIR _____
WATER _____

ROUTE BRIEF:

DIRECTION:
DISTANCE:

LOCATION OF OP/HIDE SITE:

PRI: HQ-
TM1-
TM2-
TM3

ALT: HQ-
TM1-
TM2-
TM3

EMERGENCY EXTRACTION PLAN

METHOD:

GROUND_____
AIR _____
WATER _____

LOCATION:

CONTINGENCY PLANS

NO COMMUNICATIONS PLAN:

1.12 HOURS NO COMM TMS PRIMARY
MISSION IS TO REESTABLISH
COMMUNICATIONS

2.24 HRS: PRI- MOVE TO EXTRACT
ALT- E&E

GO/NO GO CRITERIA:

ACTIONS ON COMPROMISE:

ACTIVE: -(1) EXTRACT PLAN
(2) E & E PLAN

PASSIVE: -REPORT
HIGHER GUIDANCE

SHIP-TO-SHORE MOVEMENT

INSERTION OFFICER:

METHOD:GROUND_____
AIR _____
WATER _____

NUMBER OF PERSONNEL:

LAUNCH TIME:

INSERT TIME:

ROUTE BRIEF:

LOCATION:

PRI:
ALT:

BUMP PLAN:

SHORE-TO-SHIP MOVEMENT

EXTRACT OFFICER:

METHOD:GROUND_____
AIR _____
WATER _____

NUMBER OF PERSONNEL:

LAUNCH TIME:

EXTRACT TIME:

ROUTE BRIEF:

LOCATION:

PRI:
ALT:

EVASION PLAN OF ACTION

EVASION POINT A:

LOCATION:

DESCRIPTION:

AXIS:

PICK-UP TIMES: -0300 LOCAL
-2100 LOCAL

EVASION POINT B:

LOCATION:

DESCRIPTION:

AXIS:

PICK-UP TIMES: -0300 LOCAL
-2100 LOCAL

FIRE SUPPORT

FIRE SUPPORT

TYPE:-CAS
EN ROUTE:

FIRES: -ON CALL
-PREPLANNED

ON OBJ:

FIRES: -ON CALL
-PREPLANNED

DISTANCE:

DIRECTION:

RESPONSE TIME:

TYPE: -INDIRECT
EN ROUTE:

FIRES: -ON CALL
-PREPLANNED
ON OBJ:

FIRES: -ON CALL
-PREPLANNED
DISTANCE:

DIRECTION:

RESPONSE TIME:

RECOGNITION PLAN

FAR: PRI- DAY/NIGHT (RADIO)
TYPE:
FREQ:

ALT- DAY (VISUAL)
NIGHT (LIGHT=5)

NEAR:PRI- DAY/NIGHT (RADIO)
TYPE:
FREQ:

ALT-DAY (VISUAL)/CHALLEGE & PASSWORD

NIGHT (LIGHT=5)/CHALLEGE & PASSWORD

Appendix F

GROUND RECONNAISSANCE TEAM DEBRIEF FORMAT

MISSION NUMBER: _____

DTG OF DEBRIEF: _____

DEBRIEFED BY: _____

PLT/TEAM #: _____

TEAM COMPOSITION:

TL: _____
ATL: _____
RTO: _____
ARTO _____
POINT: _____
SCOUT/NAVIGATOR: _____

MAP INFORMATION:

SHEET: _____
SERIES: _____
SCALE: _____
DATUM: _____

TOD/TOR: _____

ENCLOSURES/ARTICLES ATTACHED:

( ) PIR/IR REPORTING LOG
( )PATROL LOG ( )SOIL SAMPLE
( )COMM LOG ( )WATER SAMPLE
( )PHOTO LOG ( )ENEMY EQUIPMENT
( )OVERLAY ( )ENEMY DOCUMENTS
( )SKETCHES ( )POW TAGS
( )EPA ( )OTHER: _____

1. **MISSION and TASKED PIRs and IRs:** _____
   _____
   _____

OBJECTIVE or NAMED AREA OF INTEREST: _____

2. SPECIAL TASKS: _____
_____
_____
_____

3. NARRATIVE: (chronological statement of times, movements, activities and observations, and intelligence reporting in the ROA and at the NAI)

a. INSERT: (time, place, method, problems, recommendations) _____
_____
_____
_____

b. MOVEMENT: (overlay provided; any deviations?)

(1) Direction and distances: _____
_____
_____
_____

(2) Danger areas: _____
_____
_____

(3) Harbor sites (location, DTG): _____
_____

(4) Patrol bases (location, DTG): _____
_____

c. ENEMY SIGHTINGS (SALUTE): _____
_____
_____
_____
_____

d. ENEMY CONTACT:

(1) Type: _____
_____

(2) Location and DTG: _____

_____

(3) Action taken: _____
_____
_____

(4) Casualties: _____

e. ENEMY TACTICS:

(1) Discipline, movement, formations, unique activity indicators: _____
_____
_____
_____

(2) How the enemy indicated it was aware of team's presence: _____
_____
_____
_____

(3) Enemy's reaction to team: _____
_____
_____
_____

(4) What communications/equipment did enemy use?: _____
_____
_____
_____

(5) Did enemy use fire support/type?:
_____
_____
_____

f. EXTRACT: (time, place, method, problems, recommendations): _____
_____
_____
_____

3. TERRAIN:

a. Landform: _____
_____
_____

b. Vegetation (height, density, canopy factor, thorns, etc.): _____
_____
_____

c. Soil appearance (color, composition, etc.): _____
_____
_____

d. Obstacles (location, type, etc.): .): _____
_____
_____

4. ROADS:

a. Direction and location: _____
_____

b. Width: _____
_____

c. Surface characteristics: _____
_____

d. Maintenance of road: _____
_____

e. Estimate of use (time, tracks, etc.): _____
_____

f. Markings on road: _____
_____

g. Vegetation/terrain factor (chokepoints, channelization): _____
_____

h. Obstacles:): _____
_____

5. TRAILS:

a. Direction and location: _____
_____

b. Width: _____

_____

c. Surface characteristics: _____
_____

d. Estimate of use (time, tracks, etc.): _____
_____
_____

e. Markings on trail: _____
_____

f. Canopy/undergrowth factor: _____
_____
_____

g. Obstacles:): _____
_____

6. RIVERS AND STREAMS:

a. Location and direction: _____
_____

b. Width and depth: _____
_____

c. Current (speed and direction): _____
_____

d. Slope of bank: _____
_____

e. Composition of soil on bottom and banks: _____
_____

f. Are they navigable/fordable?: _____
_____

g. Canopy/vegetation factor: _____
_____

h. Obstacles:): _____
_____

7. OTHER WATER SOURCES:

a. Location: _____
_____

b. Condition (stagnant, murky, drinkable): _____
_____

c. Width/depth: _____
_____

8. WEATHER:

a. Temperature (est.): _____
_____

b. Visibility/Illumination: _____
_____
_____

c. Cloud cover: _____
_____

d. Ground fog (from-to): _____
_____

e. Winds (direction, speed): _____
_____

f. Rainfall, snow, sleet: _____
_____

g. Effects on personnel/equipment/communications: _____
_____
_____

9. OBSERVATION OF EMPLACEMENTS/STRUCTURES/MANMADE OBJECTS:

a. Location: _____
_____
_____

b. Type (size, shape, purpose): _____
_____
_____

c. Construction materials: _____
_____

d. Stage of development: _____
_____
_____

e. Estimate of use: _____
_____

f. Markings: _____
_____
_____

10. MINES/MINEFIELDS:

a. Location/type/how many: _____
_____

b. Detonate or tag?: _____
_____

11. OBSERVATION OF CIVILIANS:

a. SALUTE report: _____
_____
_____
_____

b. Ethnic group/languages: _____
_____

c. Physical condition (diseases, food and water status, etc.): _____
_____
_____

d. Paramilitary/support the enemy's cause?: _____
_____
_____

12. OBSERVATION OF ANIMALS:

a. WILD:

1. Location/type/number: _____
   _____
   _____

2. Aggressive/Docile: _____
   _____

3. Condition: _____
   _____

b. DOMESTIC:

1. Location/type/number: _____
   _____
   _____

2. Aggresive/docile: _____
   _____

3. Conditions: _____
   _____

13. CALL FOR FIRE:

a. How many missions?: _____
   _____

b. Location/type: _____
   _____
   _____

c. BDA Reporting: _____
   _____

14. COMMUNICATIONS AND INFORMATION SYSTEMS:

a. Type taken/how many: _____
   _____

b. How many batteries taken/used: _____
   _____

c. Indications of enemy RDF/EA capabilities: _____
_____

d. Problems/recommendations for communications and information systems: _____
_____
_____
_____

15. EQUIPMENT TAKEN/USED:

a. Weaponry: _____
_____

b. Demolitions: _____
_____

c. Pyrotechnics: _____
_____

d. Survival gear: _____
_____

e. Specialized gear: _____
_____

16. CONDITION OF TEAM:

a. Injuries/casualties (action taken): _____
_____

b. Water (how much, resupply, use purification techniques): _____
_____

c. Chow (how much, resupply, use traps/snares): _____
_____
_____

d. Ammunition (how much, resupply):): _____
_____
_____

17. NBC:

a. NBC encountered: _____
_____

b. Action taken: _____
_____

18. RECOMMENDATIONS FOR FUTURE OPERATIONS:

a. Equipment: _____
_____

b. Intelligence Taskings and Reporting: : _____

c. Communications and Information Systems: _____
_____

d. Techniques: _____
_____

e. Changes to SOPs and Playbooks: : _____
_____

f. Water/Chow: _____
_____

g. Survival items: _____
_____

h. Specialized gear: _____
_____

19. MAP CORRECTIONS: _____
_____

20. SUPPORT:

a. Support used: _____
_____

b. Problems/recommendations: _____
_____

21. FREE TEXT:

TAB L

(Debrief Format) to Section 1 (Intelligence)
to Chapter 3 (Operational Support) to Tactical SOP

Team Designation: _____ Debrief DTG: _____
Operation Order#: _____ Debriefer: _____
Map Sheet: _____ Enclosures Att: (1)
Series: _____ Edition: _____ (2)
Sheet Number: _____ (3)
Scale: _____

Team Composition
TL: _____
ATL: _____
RTO: _____
ARTO: _____
PT: _____
SCOUT: _____

I. TEAM MISSION:

A. PIRs: _____
_____

B. Objective/NAI: _____

II. NARRATIVE (Chronological detailed statement of times, movement, activities, and observation):

TIME	ACTIVITY/OBS(grid)	REFER TO
DTG Insert	Method	
DTG Insert	Method	

III. ENEMY ACTIVITY

A. Ground:

TIME	OBSERVATIONS (loc/act/react)	DETAIL DESCRIPTION (wpn/clth/#)

B. Air:

TIME	OBSERVATIONS(dir/profile)	DETAIL DESCRIPTION(arm/insig)

C. Naval:

TIME OBSERVATIONS(act/loc) DETAIL DESCRIPTION(wpns/exhast)

IV. INTELLIGENCE REPORTS

A. Roads:

DIRECTION/ SURFACE
LOCATION WIDTH MATL CONDITION OVERHEAD*y/n)

B. Trails:

DIRECTION/ OVERHEAD
LOCATION SURFACE DESCRIBE USE VEGETATION

RELIEF VEGETATION SOIL APPEARANCE (dry, wet, muddy)

C. Rivers & Streams:

LOCATION	WIDTH AND DEPTH	CURRENT (speed/dir)	BANK SLOPE	SOIL COMP

D. Weather:

EFFECTS ON PATROL CHANGES FROM MISSION BRIEFING

E. Civilian Activity:

TIME LOCATION NUMBER ACTIVITY DESCRIPTION (cloth/equip/ethnic)

F. Animals:

TIME LOCATION TYPE (wild/tame) QTY CONDITION REACTION

G. Emplacements:

LOCATION TYPE(trench/foxhole/bunker) DESCRIPTION (qty/cond/ew)

H. Mines:

LOCATION DESCRIPTION(type/number/sketch) COVERED BY FIRE

I. Obstacles:

LOCATION DESCRIPTION(type/number/sketch) COVERED BY FIRE

J. Agriculture:

LOCATION TYPE DESCRIPTION (size/stage of development)

K. Buildings:

TIME LOCATION DESCRIPTION(qty/use/marks/surround/entrance/exit)

K. Airfields:

TIME DESCRIBE(dir/length/width/surface/cond/roads) SURROUND ACTIVITY

L. Communications and Information Systems:

TIME DIFFICULTIES DESCRIBE(jamming/interference)

V. RECONNAISSANCE TEAM ACTIONS

A. Artillery strikes called/observed:

TIME ACTION LOCATION TARGET RESULTS (effect of ordnance)

B. Air strikes called/observed:

TIME ACTION LOCATION TARGET RESULTS (effect of ordnance)

C. Map Corrections:

LOCATION DESCRIPTION REMARKS

D. Friendly casualties(KIA/WIA/POW):

TIME LOCATION DESCRIBE (circumstances)

E. Recommendations for future (equip/matls/op techniques):

Appendix G

Ground Reconnaissance Plan

Copy no. ___ of ___ copies
Issuing Unit
PLACE OF ISSUE
Date/time group
Message reference number

Tab A to APPENDIX 14 (RECONNAISSANCE and SURVEILLANCE PLAN) to ANNEX B (INTELLIGENCE) to MAGTF OPERATION PLAN/ORDER **( )**
Ground Reconnaissance Plan

Ref: Identify combatant commander, JTF, or other higher authorities' operations orders and tactics, techniques and procedures or standard operating procedures (SOP) for intelligence and ground reconnaissance operations; pertinent maps and other geospatial information resources; and any other relevant references that pertain to anticipated ground reconnaissance operations.

1. ( ) SITUATION

a. ( ) Definition of the Area of Operations (AO) and Area of Interest (AOI). Refer to appendix 11 (Intelligence Estimate). Describe the limits of the AO and AOI. Summarize pertinent weather, terrain and other area of operations characteristics and conditions they may influence the conduct of ground operations.

b. ( ) Enemy. Refer to appendix 11 (Intelligence Estimate) or current intelligence estimates for threat capabilities, limitations, vulnerabilities, and order of battle pertinent to ground reconnaissance operations.

c. ( ) Assigned MAGTF Organic and Supporting Groung Reconnaissance Assets. Identify organic and supporting forces available to perform ground reconnaissance functions. Identify unit designations, missions and locations.

d. ( ) Facts and Assumptions. (Derived during the mission analysis step of the Marine Corps planning process.)

e. ( ) Ground Reconnaissance Considerations. (List key ground reconnaissance, intelligence or other considerations which impact this OPLAN or CONPLAN.)

2. ( ) MISSION. State concisely the ground reconnaissance mission as it relates to the command's planned operation.

3. ( ) EXECUTION

a. ( ) Concept of Operations. Reference the unit's intelligence, operations and reconnaissance standing operating procedures (SOP) and Appendix 16 (Intelligence Operations Plan) to Annex B. Restate as appropriate the commander's intent and pertinent aspects of the unit's overall concept of operations as they relate to ground reconnaissance operations. Outline the purpose and concept of ground reconnaissance operations, specified priorities, and summarize the means and agencies to be employed in planning and directing, collecting, processing and exploiting, analyzing and producing, disseminating, and using ground reconnaissance during execution of the OPORD. Address the integration of JTF, other components, theater, national and allied forces' ground reconnaissance operations.

b. ( ) Tasks for Ground Reconnaissance and Related Units and Organizations, Subordinate Units, and Task Force Commanders/OICs.

(1) Orders to Subordinate, Attached and Supporting Units. Use separate numbered subparagraphs to list detailed instructions for each unit conducting ground reconnaissance operations, including the originating headquarters, subordinate commands, and separate reconnaissance and intelligence support units.

(a) ( ) Major Subordinate Commanders

(b) ( ) Commanding Officer, Intelligence Battalion

1 ( ) OIC, Support Cell. Refer to Tab A (Intelligence Collections Plan) and Tab C (Intelligence Dissemination Plan) to Appendix 16 (Intelligence Operations Plan).

2 ( ) OIC, Surveillance and Reconnaissance Cell. Refer to Tab A (Intelligence Collections Plan), Tab C (Intelligence Dissemination Plan), and Tab E (Intelligence Reports) to Appendix 16 (Intelligence Operations Plan).

3 ( ) OIC, Production and Analysis Cell. Refer to Tab B (Intelligence Production Plan) to Appendix 16 (Intelligence Operations Plan).

4 ( ) Platoon Commander, Ground Sensors Platoon. Refer to Tab B (Remote Sensors Surveillance Plan) to Appendix 14.

5 ( ) (Others as appropriate)

(c) ( ) Commanding Officer, Force Reconnaissance Company

1 ( ) Reconnaissance Team Employment Sequence. State the means of employment and order in which the teams will be inserted.

2 ( ) First Mission. Identify team assignment and state its mission and tasked PIRs and other IRs.

a ( ) Reconnaissance Area of Operations. Describe and give the boundaries of the reconnaissance operating area for each force reconnaissance team. If a route reconnaissance, provide a general description of routes to be taken.

b ( ) Insertion and Extraction. Provide details required for force reconnaissance team insertion and extraction. Include date, time, place, and means for both primary and alternate insertion and extraction means for each ground reconnaissance team.

c ( ) Survival, Evasion, Resistance, Escape. List long- and short-range evasion means and how recovery will be effected for each ground reconnaissance team.

3 ( ) Second Mission. As required for each planned force reconnaissance company team mission.

(d) ( ) Commanding Officer, Radio Battalion. Refer to Appendix 2 (Signals Intelligence) to Annex B (intelligence).

1 ( ) Reconnaissance Team Employment Sequence. State the means of employment and order in which the radio reconnaissance teams (RRT) will be inserted.

2 ( ) First Mission. Identify each RRT assignment and state its mission and tasked PIRs and other IRs.

a ( ) Reconnaissance Area of Operations. Describe and give the boundaries of the reconnaissance operating area for each RRT. If a route reconnaissance, provide a general description of routes to be taken.

b ( ) Insertion and Extraction. Include date, time, place, and means for both primary and alternate insertion and extraction means for each RRT.

c ( ) Survival, Evasion, Resistance, Escape. List long- and short-range evasion means and how recovery will be effected for each RRT.

3 ( ) Second Mission. As required for each planned ground reconnaissance mission.

(2) ( ) Requests to Higher, Adjacent, and Cooperating Units. Provide separate numbered subparagraphs pertaining to each unit not organic, attached or supporting and from which ground reconnaissance support is requested, including other components, JTF headquarters, allied or coalition forces, theater and national operational and intelligence elements.

c. ( ) Coordinating Instructions. Reference Appendix 16 (Intelligence Operations Plan), and command and other pertinent forces and organizations intelligence and counterintelligence SOPs. Detail here or in supporting tabs key changes to SOPs. Additional topics to include or emphasize here are: requesting ground reconnaissance support; direct liaison among subordinate commanders, MAGTF ground reconnaissance units, staff officers, and pertinent external organizations and agencies; routine and time-sensitive reporting procedures and formats, etc.

4. ( ) ADMINISTRATION AND LOGISTICS.

a. ( ) Administration. Reference Annex D (Logistics). Identify ground reconnaissance unique logistics requirements and concerns. Regarding specific team missions, address issues such as:

(1) ( ) Days of supply carried by each team member and plans for resupply.

(2) ( ) Uniform and equipment carried by each team member.

(3) ( ) Means of handling casualties.

(4) ( ) Means of handling EPWs.

b. ( ) Personnel. Refer to Annex E (Personnel). Identify intelligence unique ground reconnaissance personnel requirements and concerns.

5. **COMMAND AND** CONTROL

a. ( ) Command Relationships. Reference Annex J (Command Relationships). Provide any instructions necessary regarding MAGTF command relationships that will influence unit ground reconnaissance operations. Also, identify locations of key reconnaissance unit and intelligence personnel during operations.

b. ( ) Information Management. Reference Annex U (Information Management), Annex C (Operations) and Appendix 16 (Intelligence Operations Plan). Provide any instructions necessary regarding information management (time-sensitive and routine reporting criteria, intelligence databases, reports, etc.) that will influence MAGTF ground reconnaissance operations.

c. ( ) Communications and Information Systems (CIS). Reference Tab D (Intelligence Communications and Information Systems Plan) to Appendix 16 (Intelligence Operations Plan) and Annex K (Communications and Information Systems). Provide any instructions necessary regarding CIS that will influence MAGTF ground reconnaissance operations. Regarding specific team missions, address issues such as:

(1) ( ) Primary, secondary and tertiary means of communication

(2) ( ) Frequencies, call signs, and cryptographic security.

(3) ( ) Communication schedules and windows.

(4) ( ) No communications plan.

(5) ( ) Information systems (e.g., MANPACK SIDS).

(6) ( ) Intelligence, operations and other reports required.

d. ( ) Intelligence and Reconnaissance C2 Nodes and Facilities. Reference the unit's intelligence and operations standing operating procedures (SOP) and Appendix 16 (Intelligence Operations Plan). Provide any guidance and instructions necessary regarding the establishment and operations of intelligence and ground reconnaissance C2 nodes and facilities (e.g., the surveillance and reconnaissance center; unit reconnaissance operations centers).

Enclosures

(As necessary)

APPENDIX H

CHECKLISTS

CHECKLIST 1: Ground Reconnaissance Unit Liaison Officer Checklist

TAB A (Ground Reconnaissance Unit Liaison Officer Checklist) to Section 1 (General Information) to Chapter 1 (Operational Organization) to Combat SOP

1. PURPOSE. To provide a checklist for liaison officers to use during their watch in the division COC.

2. BEFORE REPORTING TO COC

____ Number of teams available
____ Number of teams currently committed
____ Number of teams in reserve
____ Last communication with committed teams
____ Mission of each team
____ Tasked PIRs and IR for each team
____ Objectives or NAIs for each team
____ Concept of reconnaissance with regard to future missions
____ Current position of committed reconnaissance teams/corresponding RFAs/ROAs
____ Review all message traffic for the past 24 hours
____ Operational and communications status for each team
____ Upcoming inserts/extracts

3. UPON REPORTING TO SARC or COC

___ Ensure that all reconnaissance message traffic has been received and routed.
___ Ensure that higher headquarters has accurate positions of teams.
___ Coordinate with the G-2 and ISC to ensure adequate ground reconnaissance is being conducted to support the intelligence effort.
___ Coordinate with the fire support coordinator (FSC) to ensure he has accurate plottings on teams and RFAs.
___ Assist in coordinating and expediting fire support requests from teams when required.
___ Inform the ROC watch officer of fire direction center (FDC) frequency and call sign of the appropriate firing battery to pass to the team requesting fire.
___ Coordinate with the air officer/DASC on the status of impending air missions that require coordination with reconnaissance units.
___ Monitor and determine the status of tactical air requests (TARs)/helicopter requests (HRs) that the ROC has submitted.
___ Coordinate with the air officer/DASC and inform the ROC watch officer of call signs and frequencies of flight leaders conducting close air support (CAS) for teams.

___ Continuously update the operations, intelligence, and FSC boards as to the location of employed teams.

4. UPON LEAVING THE COC

____ Deliver to the ROC watch officer an overlay depicting disposition of friendly forces, enemy forces, and fire support control measures.
____ Deliver graphic depictions showing locations of artillery/multiple launch rocket system (MLRS), current range fans, and any anticipated changes in location/range fans.
____ Obtain messages awaiting transmission to the ROC.
____ Brief the CO, operations officer, intelligence officer, and ROC watch officer on all information collected from the COC.

5. LIAISON OFFICER EQUIPMENT CHECKLIST

____ Map/overlay depicting current disposition of committed teams
____ Appropriate unit SOPs, references, and OPLAN/OPORD
____ Laptop computer
____ Writing materials
____ Field message book
____ Journal log
____ Pending tactical air requests

CHECKLIST 2: EXECUTION CHECKLIST

Table H-1

Brevity	Event	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7	Team 8	Team 9
	Insert complete									
	Insert abort									
	IRP									
	ORP									
	Objective area/Names Area of Interest									
	Dissemination point									
	Patrol base									
	Harbor site									
	Primary route									
	Alternate route									
	Extract point									
	Linkup point									
	Can't reach ___ on time									
	Extract abort									
	Extract complete									
	Linkup complete									
	Emergency extract request									
	Mission abort									

CHECKLIST 3: COORDINATION CHECKLIST

GENERAL. The following are checklists for various subjects on which a patrol leader must coordinate. Copies of these checklists should be carried by the patrol leader to keep him from overlooking anything that may be vital to his mission. (**Note:** Some items on these checklists may need coordination with more than one staff section. For this reason, some items are under more than one heading).

INTELLIGENCE. In this coordination, the patrol leader learns of any changes in the situation as given in the OPORD or mission briefing. He must keep himself constantly updated to keep his plan sound.

a. Identification of reconnaissance team or patrol
b. Changes in the enemy situation
c. Weather and light data
d. Special equipment requirements
e. Partisan activity
f. PIRs and IRs
g. Intelligence C2 and integration between ground reconnaissance units and other intelligence units.
h. Information for escape and evasion plan

OPERATIONS. In this coordination, the parol leader finds where his mission fits into the "big picture."

a. Identification of the reconnaissance team or patrol
b. Changes in the friendly situation
c. Route selection; LZ/ pickup zone (PZ) selection
d. Linkup procedure
e. Transportation (air)
f. Resupply (in conjunction with S-4)
g. Communications and information systems plan
h. Departure and reentry of forward units (see paragraph 5)
i. Adjacent units operating in the AO (see paragraph 6)
j. Rehearsal area (see paragraph 7).

FIRE SUPPORT. The patrol leader will normally coordinate with the FSC.

a. Identify the reconnaissance team or patrol
b. Mission and objective
c. Routes to and from the objective (include alternate routes)
d. Time of departure and expected time of return
e. Patrol target list
f. Fire support means available (artillery, naval surface fire (NSF), CAS)
g. Ammunition available (including different fuses)

h. Availability of forward observers and aerial observers
i. Priority of fires
j. Control measures for fire support

    1. Checkpoints
    2. Boundaries
    3. Phase lines
    4. Restrictive fire measures
    5. Suppressive fire targets
    6. Fire support coordination lines/coordinated fire lines

k. Communications (include primary and alternate means, communications security, emergency signals, and code words.)

FORWARD UNIT COORDINATION. A patrol that requires foot movement through a friendly forward unit must be coordinated with that unit's commander for a smooth and orderly passage. If no time and place has been designated for coordination with the forward unit, the patrol leader should set a time and place when he coordinates with the S-3. He must talk to someone at the forward unit who has the authority to commit that unit to assist the patrol during departure. Coordination entails a two-way exchange of information.

a. Identification of reconnaissance team or patrol
b. Size of reconnaissance team or patrol
c. Time(s) and places(s) of departure and return, location(s) of departure point(s), IRP and detrucking points
d. General AO
e. Information on terrain and vegetation
f. Known or suspected enemy positions or obstacles
g. Possible enemy ambush sites
h. Latest enemy activity
i. Detailed information on friendly positions
j. Fire and barrier plan
k. Support the unit can furnish

    1. Fire support
    2. Litter teams
    3. Navigational signals and aids
    4. Guides
    5. Communications
    6. Reaction units
    7. Other

l. Call signs and frequencies
m. Pyrotechnic plans
n. Challenge and password

o. Emergency signals and code words
p. If the unit is relieved, ensure the information is passed to the relieving unit.

ADJACENT UNIT COORDINATION. Immediately after the OPORD or mission briefing, the patrol leader should check with other patrol leaders who will be operating in the same areas. If the patrol leader is not aware of other units operating with in his area, he should check with the S-3 during the operations coordination to be certain. The S-3 can help arrange this coordination if necessary. The patrol leaders should exchange the following information with the other patrol leaders operating in the same area.

a. Identification of the reconnaissance team or patrol
b. Mission and size of the reconnaissance team or patrol
c. Planned times and points of departure and reentry
d. Route
e. Fire support (planned) control measures
f. Frequency and call signs
g. Challenge and password
h. Pyrotechnic plans
i. Any information that the patrol may have about the enemy

REHEARSAL AREA COORDINATION

a. Identification of the reconnaissance team or patrol
b. Mission
c. Terrain similar to the objective site
d. Security of the area
e. Availability of aggressors
f. Use of blanks, pyrotechnics, and live ammunition
g. Available fortification
h. Time the area is available
i. Transportation
j. Coordination with other patrols using the area

AERIAL MOVEMENT COORDINATION. This is coordinated with the air officer through the unit operations officer.

a. Identification of the reconnaissance team or patrol
b. Enemy and friendly situations

    1. Known or suspected enemy positions
    2. Friendly unit locations and axis of friendly movements

c. Weather
d. Mission
e. Number and type of aircraft requested and available

f. Location and time of pick-up
g. Loading plan
h. Availability of aircraft for rehearsal
i. Flight route

    1. General
    2 Checkpoints

j. Formations

    1. At PZ
    2. En route
    3. At LZ (include heading)

k. Landing site

    1. Location
        a. Primary
        b. Alternate
    2. Marking
        a. Long range
        b. Short range

l. Communications and Information Systems

    1. Call signs
    2. Frequencies
        a. Primary
        b. Alternate

m. Emergency procedures and signals

VEHICULAR MOVEMENT COORDINATION. This is coordinated with the unit operations and logistics officers.

a. Identification of the reconnaissance team or patrol
b. Supporting unit identification
c. Number and type of vehicles
d. Entrucking point
e. Departure/loading time
f. Preparation of vehicles for movement

    1. Driver responsibilities
    2. Patrol responsibilities
    3. Special supplies/equipment required

g. Availability of vehicles for preparation/rehearsal/inspection (time and location)

h. Routes

1. Primary
2. Alternate
3. Checkpoints (include heading)

h. Availability of aircraft for rehearsal
i. Detruck points

1. Primary
2 Alternates

j. Movement interval and speed

k. Communications

1. Call signs
2. Frequencies

a. Primary
b. Alternate

3. Codes

l. Emergency procedures and signals

CHECKLIST 4: Reconnaissance Team or Patrol Leader's Pre-Mission Checklist

1. MISSION PLANNING

a. Receives, acknowledges, and understands platoon (PLT) warning order.
b. Begins estimate of the situation METT-T; include map reconnaissance. Conduct initial coordination with intelligence section collections and dissemination planners.
c. Plan best use of available time for preparation.
d Coordinate with communications NCO for issue of communications gear and permission communications review.
e. Issue warning order to patrol within 30 minutes of receiving PLT warning order.
f. Team/patrol warning order includes situation, patrol's mission, general and specific instructions (including time of day (TOD) and terms of reference (TOR)).
g. Warning order allows adequate time for inspections and rehearsals.
h. Instructs assistant patrol leader to begin to prepare men and equipment.
i. Attends the PLT team/patrol order, with required gear (map, pencil, order format, overlay format).
j. Understands PLT team/patrol order, communications plan, and annexes.
k. Prepares and issues patrol order using 2/3 rule.
l. Properly prepares overlays and submits them to PLT leader/sergeant on time.
m. Coordinates with other patrols operating in his vicinity.

2. EQUIPMENT PREPARATION

a. Supervise assistant team/patrol leader to ensure equipment is properly prepared, worn, stowed, and carried.
b. Communications and information systems equipment is operationally checked and shock- and waterproofed.
c. Optics and imagery are operationally checked, shock- and waterproofed.
d. Equipment required for insertion/extraction is prepared properly.

3. INDIVIDUAL PREPARATION

a. Ensures men know the team's/patrol's mission, tasked PIRs and IRs, objective areas and NAIs, and their part in its accomplishment.
b. Ensures personnel understand insertion, extraction, evasion and recovery plans.
c. Ensures uniform is complete, serviceable, and properly worn.
d. Ammunition is properly loaded.
e. Pyrotechnics are prepared for use, secured, and properly secured.
f. Men carry required socks, foot powder, hygiene gear.
g. Ensures that survival gear is complete and properly carried.
h. Checks packs for compromising information and unnecessary items, shiny metal, and loose straps.
i. Ensures men carry maps, notes, and CEOI in approved pockets.
j. Adjust items to maintain noise discipline.

l. Test fires weapons; ensures swivels are taped and cleaning gear is in the butt stock.
m. Ensures that men are fed before departure.
n. Ensures that men are properly camouflaged before commencement of insert.

4. UNIT PREPARATION

a. Rehearse objective area actions.
b. Rehearse insert.
c. Rehearse extract.
d. Rehearse evasion and recovery plan.
e. Rehearse communications site actions.
f. Rehearse immediate action (IA) drills against indirect fire, sniper, trackers, ambush, chance contact danger areas, obstacles
g. Conduct final communications check with PLT command team.
h. Participate in PLT sergeant's backbrief.

5. REPORTING

a. Immediately on return, patrol leader reports to the PLT leader who keeps his men isolated and together in preparation for the debrief.
b. Assistant patrol leader (APL) collects all notes, logs, film, sketches, and captured equipment and documents from the patrol and turns them in to the debriefer before debrief.
c. All patrol members attend the debrief and contribute their observations and perceptions.
d. Patrol leader submits the patrol report to the PLT leader within four hours of the patrol's return.

6. RECOVERY

a. Following the debrief, the patrol leader conducts inspection to determine if gear is lost or broken and reports his findings to the PLT sergeant.
b. Patrol leader determines which gear was used and which was not for future reference in mission preparation.
c. Patrol leader ensures that gear (unit and individual) is cleaned and repaired or exchanged as required; ensures gear is returned to owning unit or properly stowed.
d. Patrol leader conducts mission debrief with his patrol to review their actions with an eye toward improvement.
e. Patrol leader ensures his men are fed and rested.
f. Team leader keeps PLT sergeant informed on the status of his team.

APPENDIX I

ISOPREP DATA COLLECTION CHECKLIST AND PROCEDURES

1. __ Receive shoot-down and/or ISOPREP.

2. __ Determine and/or plot location on order of battle.

    a. Current FLOT or FEBA.
    b. Current ongoing conventional force operations of available combat and search rescue (CSAR) assets.
    c. Current ongoing friendly force operations and special operations forces (SOF) activities behind enemy lines.

3. __ Provide initial threat assessment to joint search and rescue center (JSRC) staff.

4. __ Collect mission information from operational controller.

    a. Mission number
    b. Call sign
    c. Number and type aircraft
    d. Crew complement
    e. Unit of assignment

5. __ Obtain ISOPREP and/or evasion plan of action (EPA) data from the unit via secure voice or FAX.

6. __ Report ISOPREP and EPA data to the tasked rescue unit.

7. USE OF THE ISOPREP

    a. On notification that a member of the unit is missing or isolated in hostile territory, the unit will forward the individual's ISOPREP data to the appropriate relocation coordination center (RCC) by the fastest secure means available. Information passed telephonically will be followed up by message. The RCC will disseminate ISOPREP data to other authorized agencies including allied forces, if practical, to assist in the recovery effort.

    b. On notification that recovery operations have been unsuccessful or terminated, appropriate entries will be made on ISOPREP and the information filed. Once the recovery mission is complete and the JFC no longer has a requirement to maintain the files, copies of all items will be forwarded to the Joint Services Survival, Evasion Resistance, and Escape (SERE) Agency (JSSA). The files will not be destroyed.

c. If death is the result of a mishap or disaster, the DD Form 1833 will not be destroyed until positive identification of remains has been made. Should a mishap investigation team and/or board request the release of the ISOPREP to assist in the identification of the remains of victims, the ISOPREP will be declassified and accountability transferred to a senior member of the investigation team and/or board. The ISOPREP will become an official document in the identification file.

d. ISOPREP information may be filed and sent electronically via appropriate secure communications channels.

8. COMPLETING THE ISOPREP. Personnel will complete the ISOPREP in ink, except for items 3, 13, 14, 20-23, and 24, which will be completed in pencil. (See Figures I-1 and I-2.)

a. Items 1 through 13, self explanatory.

b. Item 14, enter a 4-digit number that can be easily remembered. This number should not be in the individual's military records or be public information.

c. Item 15, self-explanatory.

d. Items 16 through 19, to be completed by RCC personnel.

e. Items 20 through 23 require declarative statements, not questions and answers. They should involve personal details that are easily remembered and not subject to change. Details of friends, relatives (other than immediate family), pets, vehicles, vacations, and other such details would be appropriate. (For example: "My first car was a blue, 4-door, 1979 Trans AM.") Avoid references to dates, ages, or other information from the individual's military records of public information. CSAR forces will then be able to derive several questions from each statement to authenticate the individual.

f. Item 24, "Additional Data" is for local use.

g. Fingerprints and appropriate codes will be recorded in blocks 1 through 10 on the reverse side of DD Form 1833. Fingerprinting will be accomplished only by qualified personnel such as Service law enforcement agencies, office of special investigations, or other trained personnel. When the theater JSRC assumes responsibility for the recovery of an individual by unconventional means, the JSRC will ensure that the individual's fingerprints are on his or her ISOPREP. Fingerprints need not be coded before forwarding ISOPREPs to JSRCs. Geographic combatant commanders will establish procedures to ensure that fingerprints are properly taken to facilitate subsequent coding.

h. Provide current front and side view photographs of the individual in normal flight clothing (for Air Force, as prescribed in applicable major command (MAJCOM) supplement to AFI 36-209) and without headgear.

i. Copies of DD form 1833 are authorized.

Figure I-1. DD Form 1833 (Front Side)

Figure I-2. DD Form 1833 (Reverse Side)

Appendix J

ESCAPE and EVASION PLANNING

1. An evasion plan of action (EPA) is a ground reconnaissance's team plan evade enemy capture. It provides recovery forces with essential information that may help better determine an evader's potential actions and movements. The EPA is a joint effort between intelligence personnel and the ground reconnaissance team leader. Intelligence personnel will provide specific information, intelligence and supporting materials required by the team leader to formulate his plan. EPAs may be classified as either short- or long-range evasion.

a. Short-Range Evasion. This type of evasion takes place near the FEBA; the team can return to areas under friendly control within a few hours or a few days. Under this situation the team generally has adequate food, water, and equipment; is oriented as to the location of friendly and enemy forces; and is familiar with the terrain.

b. Long-Range Evasion. This type of evasion takes place in enemy-controlled territory where the team must evade for extended periods of time with little or no food and equipment and in completely foreign terrain. This is the type of evasion that most division and force reconnaissance teams will conduct because of the distances of their ROAs from the designated as a selected area for evasion (SAFE) or FEBA. A long-range evasion may be subclassified as described in the following paragraphs.

(1) Assisted. Assisted evasion is when the evader is aided by individuals, groups, or organizations in accomplishing the EPA. This assistance could be from a designated CSAR unit or by the local populace (partisan network). This help could be in the form of food, shelter, clothing, and the protection from possible detection and capture by enemy forces. Assistance may range from a sympathetic individual to an elaborate underground evasion net organized, staffed, and run entirely by the local people or with the assistance of U.S. personnel. The U.S. Army Special Forces are assigned the mission of organizing and operating evasion mechanisms in assigned unconventional warfare operational areas (UWOAs).

(2) Unassisted. Unassisted evasion is when the evader receives no outside help and relies completely on his own survival and evasion skills to return to friendly control.

2. The three techniques of evasion that the evader may use during his EPA are exfiltration, deception, and deep penetration.

a.Evasion by Exfiltration. This technique is used when the evader is moves unassisted through enemy territory towards friendly forces in an effort to be recovered. This is the most practical technique because all planning and the conduct of the evasion are based on the premise that no outside assistance will be provided.

b.Evasion by Deception. This technique is either preplanned or used in conjunction with organizers of an evasion net. Civilian clothes, forged papers, and cover stories to allow movement through an enemy controlled area. Evasion by deception is usually used in conjunction with an evasion and recovery (E&R) mechanism and with clothes and documents being provided for the evader by the organizers of the evasion net.

c. Evasion by Deep Penetration. Using this technique the evader moves even deeper into enemy controlled territory to elude capture or to be recovered.

3. After a ground reconnaissance team is assigned a mission, intelligence personnel will conduct a briefing to disseminate information needed for mission planning, including information needed for the EPA. The following specific information is needed for the EPA:

w. Country climate zone

w. Light data

w Terrain

w Vegetation

w Food sources

w Water sources

w Natural land barriers

w Civilian population

w Enemy situation

w Recovery points

w Contact points

w Dangerous plants and wildlife

w Partisan networks

4. A variety of materials should be made available for the reconnaissance team to use in formulating its EPA. This material will assist both the team member and the recovery force.

a. Appendix 17 (Support to Survival, Evasion, Resistance and Escape) to Annex B (Intelligence). The support to survival, evasion, resistance and escape (SERE) appendix in the intelligence annex to an OPLAN or OPORD provides guidance, procedures, intelligence products and orders for intelligence support to MAGTF SERE preparations and operations. A variety of intelligence products are developed to support MAGTF SERE readiness. Together with Tab I (Survival, Evasion, Resistance, and Escape Safe Areas) to Appendix 11 (Intelligence Estimate) these constitute the standard SERE support products. The P&A cell OIC is responsible for preparing these products. IMINT and, critically, imagery provide key support to each SERE support intelligence product. These include:

w SERE guides and bulletins. These provide basic information to help an individual survive, successfully evade and, if captured, resist enemy interrogations. These cover an entire country or region and provide information on topography, hydrography, food and water sources, safe and dangerous plants and animals, customs and cultures, recognition of hostile forces, resistance techniques, and other types of information.

w Select areas for evasion (SAFE) intelligence descriptions (SAID). The Defense Intelligence Agency (DIA) selects SAFEs within a specific area/region and publishes them in selected SAFE area intelligence descriptions (SAIDs). A SAFE is a selected area for evasion; it does not mean that the area is necessarily "safe" for the evader. SAIDs provided essential intelligence concerning specific SAFEs to assist evasion and resistance planners and potential evaders in planning and conducting recovery operations.

w Evasion and resistance (E&R) studies. E&R studies are similar to SAIDs. They differ in that not all conventional selection criteria for SAFE areas can be met because of current political, military or environmental factors prevailing within the area.

b. Evasion Charts. An evasion chart is a derivative of a standard product, the joint operations graphic (JOG), and is made up of approximately eight 1:250,000 charts, usually four on each side. It is produced on very strong material that is waterproof and tear resistant. Tailored to cover the individual environmental area concerned, it is a multipurpose product that combines standard navigation charts with evasion and survival information located in the margins. A typical evasion chart contains localized information on navigation techniques, survival medicine, environmental hazards, personal protection, water and food procurement, and color pictures of edible and poisonous plants and hazardous sealife and wildlife. Additionally, the chart is printed on a camouflage background and has an American flag on one of the outside panels.

c. Isolated Personnel Reports. An ISOPREP will be filled out by each team member before conducting a mission. The ISOPREP card is used when the EPA is put into effect to authenticate the evader being recovered. The following information is filled out on the ISOPREP card:

(1) Personal Information. Personal information includes name, rank, date of birth, color of hair, color of eyes.

(2) Authentication Number. This is a four-digit number that the evader can remember under times of duress. This number will be used by the recovery force to authenticate the evader. The recovery force will not ask the evader to give his entire number, rather he will ask him for an equivalent of certain numbers (i.e., What is the sum of your first and third number?).

(3) Authentication Statements. These are simple statements that the evader could remember under times of duress. The recovery force will use them in the same manner as the authentication number (i.e., My first car was a 1968 blue Chevy Camaro). The recovery force may ask about the color or year of the car (i.e., "What color was your first car?" or "What year was the make of your first car?").

(4) Fingerprints and Photos. Fingerprints may be used for further authentication. Frontal and profile photos may be used if a means of communications was unavailable and a face-to-face meeting with the recovery force had to be used.

d. Language Cards. Language cards contain key English phrases on one side of the page and the same phrases written in the foreign language on the other side. The evader can either attempt to speak the phrase or select the English phrase he wants and point to the translation of the phrase beside it.

e. Bargin Cards. The bargin cards is a small sheet of material on which is imprinted an American flag, a statement in English and several languages spoken by the populace in the AO, and a serial number that identifies each individual chit. The chit identifies the bearer as an American and promises a reward to anyone providing assistance to the bearer and/or helping the bearer return to friendly control. The chit is numbered on all four corners. On receiving assistance, the evader should cut off one of the corners and give it to the assistant, who will then use it to receive his/her reward from the U.S. Government.

5. Terrain, vegetation, the friendly/enemy situation, and your equipment will dictate what you can and cannot do when selecting an evasion corridor. Several planning steps can be useful when selecting an evasion corridor.

a. Evasion and Escape Routes. Team members will plan at least three evasion and escape routes routes (evasion corridors) from their ROA to each designated SAFE or friendly lines/areas. These evasion corridors are general avenues of approach to friendly lines that either you or your evading force will use to move through enemy controlled areas. They are considered general avenues of approach because the exact route will have to be determined by the evader once he's on the ground. An approximate movement time for each route will also be figured. This movement time will be used as a planning guideline by the recovery force for determining the recovery date or time. A code word will also be designated for each evasion corridor and will be used to initiate the EPA. An overlay of your corridors should be made available to track your movements. As a result of your planning, you will determine the

location and direction of your evasion corridor based on the planning considerations given below:

- Climate
- Terrain
- Physical needs (food, water, shelter)
- Enemy situation
- Danger areas
- Equipment available
- Condition of evading force
- Location of friendly forces.

b. Formulating the Plan. The formulator of the plan must pay close attention to all briefings concerning the theater of operations and the friendly/enemy situation. He should study the terrain and get a feel for the environment.

c. Climate and Weather. The climate is one planning factor that can be addressed before deployment. The environment is a critical determining factor when planning for survival and evasion. By knowing the climate of an area, you can determine the appropriate clothing and materials you will need while in the area. Once on the ground in an operational area, you must evaluate how the weather will affect your evading force. Climate and weather affect how you begin selecting your corridor. Keep in mind that the climate and weather affect not only you but your enemy as well. Once you are committed to an operational area, you must pay attention to the weather and observe how it affects the terrain and your men. This allows you to conduct good planning.

d. Terrain. The terrain of a given operational area should be looked at from several viewpoints.

(1) Shelter. During hot and cold weather extremes, protection from the sun's burning rays or from freezing snow and rain must be considered. Shelter available within a given area will depend on the environment. Understanding the terrain and what natural shelters it has to offer will come into play.

(2) Obstacles to Movement. Normally an evading force must live with limited rations and may be burdened with casualties. Difficult terrain that contains wide streams, swamps, mountain barriers, or thick jungle may exhaust personnel and make transport of casualties impossible. Moving around these obstacles, rather than through

them, may appear to take more time when being viewed on a map. However, it may actually be quicker because of ease of movement. It is extremely important to remember that difficult terrain will also channelize enemy forces. They may want to avoid these same obstacles. You should hug these obstacles as close as possible so that if you are detected you can move rapidly. Security has planning priority, and because of this it may be necessary to move through difficult terrain. This difficult terrain can also be used to break contact or as an area for an extended halt, reducing the risk of enemy detection.

(3) Drainage. The number of water obstacles or terrain affected by water will include lakes, streams, rivers, marshes, and swamps. Areas that have water grow thicker vegetation and contain more abundant wildlife. This thicker vegetation may impede movement. Water in populated areas and/or near industrial areas may be so polluted that it will not be potable; it will contain no fish and vegetation bordering it will be sparse because of the poisoned waters. Wet ground is a poor sight for establishing a rest site because of its adverse effects on men and equipment.

(4) Concealment. A rule of thumb is that if you can be seen, you can be hit. For a small evading force moving through enemy controlled terrain, concealment is critical. This concealment cannot be a temporary thing. For an evading force, constant masking from enemy aircraft and enemy observation points or patrols, even from a great distance, is required. Concealment is a continuous consideration, even when moving. Three things that can and must be done are using camouflage, using terrain masking between the evading force and the enemy, and selecting a route that can be broken down into legs that use available vegetation and terrain. Although this may extend the evading distance, security is paramount.

e. Physical Needs. The physical needs of the evaders have to be met if the men are to survive. These physical needs are water, food, and shelter. When planning your evasion corridors, you should look at what the terrain has to offer and take into consideration the climate in which you will be evading. This will affect the type of equipment you will need for water procurement, food procurement, and natural or manmade shelter materials.

f. Enemy Actions/Situation. The enemy situation should always be studied before you start your planning. Keep in mind that weather, terrain, food, and water will also dictate the actions of an enemy force. For example, the limited water sources in a desert area may be used or guarded by enemy forces. Areas of good cover and concealment may be used to hide enemy logistic or reserve forces. You must balance the terrain and climate against the nature of the force you are facing.

g. Danger Areas. Danger areas expose an evading force to observation and chance or civilian contact. If possible, you should avoid or bypass the following areas: roads; urban areas; bridges; rail lines; open areas; farms; key terrain features astride avenues of enemy advance; and natural lines of drift such as ridges, valleys, and jungle trails. Water areas or urbanized terrain that box in, channelize, or restrict an evading forces' options for movement

should be avoided. Close attention should be paid to the terrain and operational environment when moving to your ultimate destination.

h. Essential Equipment. Survival planning before deployment will aid you in having the correct survival kits and personal equipment. The danger for potential evaders is that in the haste to break contact, essential equipment may be lost or left behind. Planning for this contingency and knowing your survival equipment will assist you in surviving and evading successfully.

i. Factors Affecting Movement. The condition of the evading force and the number of injured men are factors affecting movement. The difficulty of the terrain, weather, and number of wounded will dictate the speed of evasion and the number of necessary rest halts. It may be necessary to select beforehand a hole-up sight within the evasion corridor, realizing your men need rest and the wounded need an opportunity to recuperate. Remember, movement during evasion is not a race. You should take your time and plan your movements.

6. Recovery of Personnel. The recovery of personnel may involve the following designated areas and E&R mechanisms:

a. Selected Area for Evasion. A SAFE is a selected area for evasion; it does not mean that is necessarily "safe" for the evader. It is an area that is selected based on criteria that will afford an evader a chance to survive and evade until he can be recovered. The following criteria is used by DIA for selecting SAFEs:

- Location
- Size
- Security
- Food/water sources
- Population
- Concealment
- Climate
- Terrain

7. Contact Points. A contact point is a geographical location in the SAFE where an E&R mechanism can establish contact with an evader or escapee.

8. Recovery Point. A recovery point is an area within or outside the SAFE from which evaders or escapees can be recovered. The recovery point is selected for its accessibility by ground, seaborne, or airborne recovery forces.

a. Designated Area for Recovery. Designated areas for recovery (DAR) are used to supplement SAFEs. A DAR can be requested if it is deemed necessary because of a lack of a SAFE in the operating forces' AO. Differences between a SAFE and a DAR are that a DAR can be requested and activated within a 72-hour period whereas a SAFE may take from 30 days to 6 months. A SAFE meets DOD criteria whereas a DAR does not. The SAFE is designated at the national level whereas the DAR is designated at the CINC level.

b.Recovery Forces. Recovery forces may range from a CSAR operation to a partisan linkup.

(1) Combat and Search Rescue. CSAR forces may employ any one of a variety of procedures to recover the evader. These procedures may range from SPIE operations to a vehicle extraction. The specific method of recovery will be dictated by the situation.

(2) Tactical Recovery of Aircraft and Personnel. The situation will dictate whether a TRAP mission can be employed.

(3) Special Forces Personnel. Special Forces (SF) personnel may be manning the SAFE to aid the evader in his recovery process. The SF personnel are very familiar with the SAFE, and cooperation is a must for successful recovery. SF personnel will have position of authority, and the evader should follow all instructions given.

(4) Partisan Network. An E&R network may be established in the AO. Aid from the network may come in the form of food, water, shelter, medical aide, enemy situation information, or transportation closer to the SAFE or friendly controlled areas.

Tab M (Evasion Planning) to Section 1 (Intelligence) to Chapter 3 (Operational Support) to Ground Reconnaissance Unit's Combat SOP

1. PURPOSE. To provide intelligence personnel and reconnaissance unit leaders with a checklist for evasion planning. The following information will be provided to the reconnaissance unit leader:

w Country climate zones (tropical, dry, cold, polar): S-2

w Light data (BMNT, EENT, MR, MS, percent illumination): S-2

w Terrain (general description, neighboring borders): S-2

w Vegetation (types, concealment, edible plants): S-2

w Animals/fish (food value, dangerous, poisonous): S-2

w Water sources (procurement, potability, preparation): S-2

w Natural land barriers (lines of communications (LOCs), pipelines): S-2

w Civilian population (densities—urban, rural, nomadic): S-2

w Enemy forces (strengths, vulnerabilities, disposition, locatins, tactics, activities, special capabilities): S-2

w Friendly forces (FEBA/FLOT, neutral countries): S-3

w Execution (criteria for initiating evasion and escape (E&E) code word): S-3

w Location of recovery sites: S-2/S-3

w Contact points: S-2

w Partisan network: S-2

w Actions at recovery site (standard signals): S-3

w Update isolated personnel reports (DD Form 1833): S-1 or S-2

Appendix K

Estimate of Supportability Matrix

Named Area of Interest (NAI)	Insert/ Extract	Enemy Threat(s)	Communi-cation Factors	CCIR Working	Platoon Assigned	Fire Support Availability	Capability of Air/ships	Suitable LZs Breaches, Roads	Astro-nomical, Weather, Hydro-graphic	Notes, RFIs

Glossary

Section I -- ACRONYMS & ABBREVIATIONS

Note: Acronyms change over time in response to new operational concepts, capabilities, doctrinal changes and other similar developments. The following publications are the sole authoritative sources for official military acronyms:

1. Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms*.

2. MCRP 5-12C, *Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms*.

AAAV ..... . advanced antiarmor vehicle; advanced assault amphibious vehicle
ACE ..... .aviation combat element
ADCON ..... .administrative control
AMTRACS ..... .amphibious tractors
AO ..... .area of operations
AOR ..... .area of responsiblity
APL ..... .assistant patrol leader
ARG ..... .amphibious ready group
ATF ..... .amphibious task force
ATL ..... .assistant team leader

BAMCIS .... begin planning, arrange for, make reconnaissance, complete the plan, issue the order, supervise
BDA ..... .battle damage assessment
BLT ..... .battalion landing team
BMNT ..... .beginning of morning nautical twilight
BUMED .... U. S. Navy Bureau of Medicine and Surgery

CAS ..... .close air support
CAT ..... .crisis action team
CATF ..... .commander, amphibious task force
CBIRF ..... .Chemical/Biological Incident Response Force
CE ..... .command element
CEOI ..... .communications-electronics operating instructions
CI ..... .counterintelligence
CIC ..... .combat intelligence center
CIT ..... .counterintelligence team
CLZ ..... .craft landing zone
CMDO ..... .collections management and dissemination officer
CMS ..... .classified materiel storage
CO ..... .commanding officer
COA ..... .course of action
COC ..... .combat operations center
COMMARFORLANT ..... .Commander, Marine Corps Forces, Atlantic
COMMARFORPAC ..... .Commander Marine Corps Forces, Pacific
COMSEC ..... .communications security

CONAD ..... .consolidated administration
COP ..... .combat outpost
CP ..... .command post; control point; contact point

CSAR ..... .combat search and rescue
CSS ..... .combat service support
CSSE ..... .combat service support element
CSSOC ..... .combat service support operations center
CW ..... .continuous wave

DAR ..... .designated area for recovery
DASC ..... .direct air support center
DCT ..... .digital communications terminal
DIA ..... .Defense Intelligence Agency
DTG ..... .date/time group

E&E ..... .evasion and escape
E&R ..... .evasion and recovery
EA ..... .electronic attack
EENT ..... .end of evening nautical twilight
EMT ..... . emergency medical technician
EPA ..... .evasion plan of action
EPW ..... .enemy prisoner of war
EVC ..... .evasion chart
EW ..... .electronic warfare

FDC ..... .fire direction center
FEBA ..... .forward edge of the battle area
FIR ..... .fight information region
FLOT ..... .forward line of own troops
FM .... Field Manual (Army)
FRAGO ..... .fragmentary order
FSC ..... .fire support coordinator
FSCC ..... .fire support coordination center
FSCL ..... .fire support coordination line

GCE ..... .ground combat element
GENSER ..... . general service (message)
GI&S ..... . geospatial information and services
GOP ..... .general outpost
GSP ..... .ground sensor platoon

H&S ..... .headquarters and service
HAHO ..... .high-altitude, high opening
HALO ..... .high-altitude, low opening
HDC ..... .helicopter direction center
HF ..... .high frequency
HLZ ..... .helicopter landing zone
HMMWV ..... .high mobility, multipurpose wheeled vehicle
HR ..... .helicopter request
HRST ..... .helicopter rope suspension training
HUMINT ..... .human resources intelligence

I&W ..... .indications and warning
IA ..... .immediate action
ICR ..... .intelligence collection requirement
IDR ..... .intelligence dissemination requirement
IIP ..... .imagery intelligence platoon
IMINT ..... .imagery intelligence

IOC ..... .intelligence operations center
IPB ..... .intelligence preparation of the battlespace
IPR ..... .intelligence production requirement
IR ..... .intelligence requirements
IRM ..... .intelligence requirements management
IRP ..... .initial rally point
ISC ..... .intelligence support coordinator
ISOPREP ..... .isolated personnel report
ITG ..... .initial terminal guidance
ITOC ..... .interrogator translator operations center

JFC ..... .joint force commander
JIC ..... .Joint Intelligence Center
JOG ..... .joint operations graphics
JSOTF ..... .joint special operations task force
JSRC ..... .joint search and rescue center
JSSA ..... .Joint Services Survival, Evasion, Resistance, and Escape (SERE) Agency
JTF ..... .joint task force

KIA ..... .killed in action

LAN ..... .local area network
LAR ..... .light armored reconnaissance
LAV ..... .light armored vechicle
LCAC ..... .landing craft air cushion
LF ..... .low frequency
LFOC ..... . landing force operations center
LFSP ..... .landing force support party
LOC ..... .lines of communications
LOGSTAT ..... .logistic status
LRS ..... .long-range surveillance
LRST ..... .long-range surveillance team
LRSU ..... .long-range surveillance unit
LTI ..... .linked technical inspection
LZ ..... .landing zone

MAGTF ..... .Marine air-ground task force
MARFOR ..... .Marine Corps forces
MBA ..... .main battle area

MCDP ..... .Marine Corps doctrinal publication
MCO ..... .Marine Corps order
MCRP ..... .Marine Corps reference publication
MCWP ..... .Marine Corps warfighting publication
MEDEVAC ..... .medical evacuation
MEF ..... .Marine expeditionary force
METT-T ..... .mission, enemy, terrain and weather, troops and support available-time available
MEU(SOC) ..... .Marine expeditionary unit (special operations capable)
MEWSS ....mobile electronic warfare support system
MLRS ..... .multiple launch rocket system
MOOTW ..... .military operations other than war
MOUT ..... .military operations on urbanized terrain
MR ..... .moonrise
MS ..... .moonset
MSC ..... .major subordinate command

MSPF ..... .maritime special purpose force

NAI ..... .named area of interest
NAVSHIPS ..... .Naval Ship Systems Command Headquarters
NBC ..... .nuclear, biological, and chemical
NCO ..... .noncommissioned officer
NEO ..... .noncombantant evacuation operation
NOD ..... .night observation device
NSF ..... .naval surface fire
NSW ..... .naval special warfare
NTP ..... .naval technical publication

OCAC ..... .operations control and analysis center
OIC ..... .officer in charge
OMFTS ..... .operational maneuver from the sea
OP ..... .observation post
OPCON ..... .operational control
OPLAN ..... .operation plan
OPORD ..... .operation order
ORM ..... .operational risk management
ORP ..... .objective rally point

P&A ..... .production and analysis
PDE&A ..... .planning, decision, execution, and assesment
PGM ..... .precision-guided munitions
PIR ..... .priority intelligence requirements
PLT ..... .platoon
POSREP ..... .position report
PP&P ..... .preparation, packaging, and preservation
PZ ..... .pickup zone

RCC ..... .relocation coordination center
RDF ..... .radio direction finding
RFA ..... .restrictive fire area
RFI ..... .request for intelligence; request for information
ROA ..... .reconnaissance operation area
ROC .... reconnaissance operations center
RRP ..... .radio reconnaissance platoon

SACC ..... .supporting arms coordination center
SAFE ..... .selected area for evasion
SAID ..... .selected area for evasion (SAFE) area intelligence description
SALUTE ..... .size, activity, location, unit, time, and equipment
SARC ..... .surveillance and reconnaissance cell
SASS ..... .supporting arms special staff
SATCOM ..... .satellite communications

SCUBA ..... .self-contained underwater breathing apparatus
SDV ..... .SEAL delivery vehicle
SEAL ..... .sea-air-land
SERE ..... .survival, evasion, resistance, escape
SES ..... .sensor employment section
SET ..... .sensor employment team
SF ..... .special forces

SI ..... .special intelligence
SIDS ..... .secondary imagery dissemination system
SIGINT ..... .signals intelligence
SNCO ..... .staff noncommissioned officer
SNCOIC ..... .staff noncommissioned officer in charge
SOF ..... .special operations forces
SOP ..... .standing operating procedures
SPIE ..... .special patrol insertion and extraction
SR ..... .sunrise
SS ..... .sunset
SSES ..... .ship's signals exploitation space
SSO ..... .special security officer
SSU ..... .SIGINT support unit
STOM ..... .ship-to-objective maneuver
SURFCST ..... .surf forecast

TACINTEL ..... .tactical intelligence
TACLOG ..... .tactical-logistical group
TACON ..... .tactical control
TACPHOTO ..... .Tactical Intelligence Photographic Capability
TAOR ..... .tactical area of responsibility
TAR ..... .tactical air request
TIC ..... .target information center
TL ..... .team leader
TMDE ..... .test, measurement and diagnostic equipment
TOD ..... .time of day
TOR ..... .terms of reference
TRAP ..... .tactical recovery of aircraft and personnel

UAV ..... .unmanned aerial vehicle
UBA ..... .underwater breathing apparatus
UHF ..... .ultrahigh frequency
UWOA ..... .unconventional warfare operational area

VHF ..... .very high frequency
V/STOL ..... .vertical/short takeoff and landing

WIA ..... .wounded in action

XO ..... .executive officer

Section II -- Definitions

Note: Definitions of military terms change over time in response to new operational concepts, capabilities, doctrinal changes and other similar developments. The following publications are the sole authoritative sources for official definitions of military terms:

1. Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms*.

2. MCRP 5-12C, *Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms*.

A

administrative control - Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. Also called ADCON. (Joint Pub 1-02)

all-source intelligence - 1. Intelligence products and/or organizations and activities that incorporate all sources of information, including, most frequently, human resources intelligence, imagery intelligence, measurement and signature intelligence, signals intelligence, and open source data, in the production of finished intelligence. 2. In intelligence collection, a phrase that indicates that in the satisfaction of intelligence requirements, all collection, processing, exploitation, and reporting systems and resources are identified for possible use and those most capable are tasked. (Joint Pub 1-02)

architecture - A framework or structure that portrays relationships among all the elements of the subject force, system, or activity. (Joint Pub 1-02)

area of interest - That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. Also called AOI. (Joint Pub 1-02)

area of operations - An operational area defined by the joint force commander for land and naval forces. Areas of operation do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. Also called AO. (Joint Pub 1-02)

area reconnaissance - A directed effort to obtain detailed information concerning the terrain or enemy activity within a prescribed area such as a town, ridge line, woods, or other features critical to operations. (MCRP 5-12C)

assessment - (1) Analysis of the security, effectiveness, and potential of an existing or planned intelligence activity. (2) Judgment of the motives, qualifications, and characteristics of present or prospective employees or "agents." (Joint Pub 1-02)

attach -1. The placement of units or personnel in an organization where such placement is relatively temporary. 2. The detailing of individuals to specific functions where such functions are secondary or relatively temporary, e.g., attached for quarters and rations; attached for flying duty. (Joint Pub 1-02)

aviation combat element - The core element of a Marine air-ground task force that is task-organized to conduct aviation operations. The aviation combat element provides all or a portion of the six functions of Marine aviation necessary to accomplish the Marine air-ground task force's mission. These functions are antiair warfare, offensive air support, assault support, electronic warfare, air reconnaissance, and control of aircraft and missiles. The aviation combat element is usually composed of an aviation unit headquarters and various other aviation units or their detachments. It can vary in size from a small aviation detachment of specifically required aircraft to one or more Marine aircraft wings. The aviation combat element may contain other Service or foreign military forces assigned or attached to the Marine air-ground task force. The aviation combat element itself is not a formal command. Also called ACE. (Approved for inclusion in next version of MCRP 5-12C)

B

basic intelligence - (1) Fundamental intelligence concerning the general situation, resources, capabilities, and vulnerabilities of foreign countries or areas which may be used as reference material in the planning of operations at any level and in evaluating subsequent information relating to the same subject. (Joint Pub 1-02)

battle damage assessment - The timely and accurate estimate of damage resulting from the application of military force, either lethal or non-lethal, against a predetermined objective. Battle damage assessment can be applied to the employment of all types of weapon systems (air, ground, naval, and special forces weapon systems) throughout the range of military operations. Battle damage assessment is primarily an intelligence responsibility with required inputs and coordination from the operators. Battle damage assessment is composed of physical damage assessment, functional damage assessment, and target system assessment. Also called BDA. (Joint Pub 1-02) In Marine Corps usage, the timely and accurate estimate of the damage resulting from the application of military force. BDA estimates physical damage to a particular target, functional damage to that target, and the capability of the entire target system to continue its operations. (MCRP 5-12C)

battlespace – The environment, factors, and conditions which must be understood to successfully apply combat power, protect the force, or complete the mission. This includes the air, land, sea, space, and the included enemy and friendly forces, facilities, weather, terrain, the

electromagnetic spectrum, and information environment within the operational areas and areas of interest. (Joint Pub 1-02) All aspects of air, surface, subsurface, land, space, and electromagnetic spectrum which encompass the area of influence and area of interest. (MCRP 5-12C)

battlespace dominance - The degree of control over the dimensions of the battlespace which enhances friendly freedom of action and denies enemy freedom of action. It permits force sustainment and application of power projection to accomplish the full range of potential operational and tactical missions. It includes all actions conducted against enemy capabilities to influence future operations. (MCRP 5-12C)

beach - The area extending from the shoreline inland to a marked change in physiographic form or material, or to the line of permanent vegetation (coastline). 2. In amphibious operations, that portion of the shoreline designated for landing of a tactical organization. (Joint Pub 1-02)

beachhead - A designated area on a hostile or potentially hostile shore that, when seized and held, ensures the continuous landing of troops and materiel, and provides maneuver space requisite for subsequent projected operations ashore. (Joint Pub 1-02)

beach landing site - A geographic location selected for across-the-beach infiltration, exfiltration, or resupply operations. Also called BLS. (Joint Pub 1-02)

beach width - The horizontal dimensions of the beach measured at right angles to the shoreline from the line of extreme low water inland to the landward limit of the beach (the coastline). (Joint Pub 1-02)

C

centers of gravity - Those characteristics, capabilities, or localities from which a military force derives its freedom of action, physical strength, or will to fight. Also called COGs. (Joint Pub 1-02).

centralized control - In military operations, a mode of battlespace management in which one echelon of command exercises total authority and direction of all aspects of one or more warfighting functions. It is a method of control where detailed orders are issued and total unity of action is the overriding consideration. (MCRP 5-12C)

close reconnaissance—Ground reconnaissance and surveillance conducted in the area extending forward of the forward edge of the battle area. It is directed toward determining the location, composition, disposition, capabilities, and activities of enemy committed forces and is primarily conducted by elements of combat units. (MCRP 5-12C)

collection - Acquisition of information and the provision of this information to processing and/or production elements. (Joint Pub 1-02) In Marine Corps usage, the gathering of intelligence data and information to satisfy the identified requirements. (MCRP 5-12C)

collection agency - Any individual, organization, or unit that has access to sources of information and the capability of collecting information from them. (Joint Pub 1-02)

collection management - The process of converting intelligence requirements into collection requirements, establishing priorities, tasking or coordinating with appropriate collection sources or agencies, monitoring results, and retasking, as required. (Joint Pub 1-02)

collection plan - A plan for collecting information from all available sources to meet intelligence requirements and for transforming those requirements into orders and requests to appropriate agencies. (Joint Pub 1-02)

collection requirement - An established intelligence need considered in the allocation of intelligence resources to fulfill the essential elements of information and other intelligence needs of a commander. (Joint Pub 1-02)

combat data - Data derived from reporting by operational units. (MCRP 5-12C)

combatant command - A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. (Joint Pub 1-02)

combat operations center - The primary operational agency required to control the tactical operations of a command that employs ground and aviation combat, combat support, and combat service support elements or portions thereof. The combat operations center continually monitors, records, and supervises operations in the name of the commander and includes the necessary personnel and communications to do the same. Also called **CO**C. (MCRP 5-12C)

combat patrol - A tactical unit that is sent out from the main body to engage in independent fighting. It may be to provide security or to harass, destroy, or capture enemy troops, equipment, or installations. Operations include raids, ambushes, and security missions. (MCRP 5-12C)

combat service support element - The core element of a Marine air-ground task force that is task-organized to provide the combat service support necessary to accomplish the Marine air-ground task force mission. The combat service support element varies in size from a small detachment to one or more force service support groups. It provides supply, maintenance, transportation, general engineering, health services, and a variety of other services to the Marine air-ground task force. It may also contain other Service or foreign military forces assigned or attached to the MAGTF. The combat service support element itself is not a formal command. Also called CSSE. (Approved for inclusion in next version of MCRP 5-12C)

combat surveillance - A continuous, all-weather, day-and-night, systematic watch over the battle area to provide timely information for tactical combat operations. (Joint Pub 1-02)

combined arms - The full integration of combat arms in such a way that to counteract one, the enemy must become more vulnerable to another. (MCRP 5-12C)

command and control - The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Also called C2. (Joint Pub 1-02) Also in Marine Corps usage, the means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken. (MCRP 5-12C)

command element - The core element of a Marine air-ground task force that is the headquarters. The command element is composed of the commander, general or executive and special staff sections, headquarters section, and requisite communications support, intelligence and reconnaissance forces, necessary to accomplish the MAGTF's mission. The command element provides command and control, intelligence, and other support essential for effective planning and execution of operations by the other elements of the Marine air-ground task force. The command element varies in size and composition and may contain other Service or foreign military forces assigned or attached to the MAGTF. Also called CE. (Approved for inclusion in next version of MCRP 5-12C)

commander's critical information requirements - Information regarding the enemy and friendly activities and the environment identified by the commander as critical to maintaining situational awareness, planning future activities, and facilitating timely decisionmaking. Also called CCIR. NOTE: CCIRs are normally divided into three primary subcategories: priority intelligence requirements; friendly force information requirements; and essential elements of friendly information. (MCRP 5-12C)

commander's intent - A commander's clear, concise articulation of the purpose(s) behind one or more tasks assigned to a subordinate. It is one of two parts of every mission statement which guides the exercise of initiative in the absence of instructions. (MCRP 5-12C)

commander's planning guidance - Directions and/or instructions which focus the staff's course of action development during the planning process. Also called CPG. (MCRP 5-12C)

command relationships - The interrelated responsibilities between commanders, as well as the authority of commanders in the chain of command. (Joint Pub 1-02)

contingency - An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required military operations. Due to the uncertainty of the situation,

contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, installations, and equipment. (Joint Pub 1-02)

control - (1) Authority which may be less than full command exercised by a commander over part of the activities of subordinate or other organizations. **(2)** In mapping, charting, and photogrammetry, a collective term for a system of marks or objects on the earth or on a map or a photograph, whose positions or elevations, or both, have been or will be determined. **(3)** Physical or psychological pressures exerted with the intent to assure that an agent or group will respond as directed. **(4)** An indicator governing the distribution and use of documents, information, or material. Such indicators are the subject of intelligence community agreement and are specifically defined in appropriate regulations. (Joint Pub 1-02)

coordination - The action necessary to ensure adequately integrated relationships between separate organizations located in the same area. Coordination may include such matters as fire support, emergency defense measures, area intelligence, and other situations in which coordination is considered necessary. (MCRP 5-12C)

counterintelligence – **(1)** Information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities. Also called CI. See also counterespionage; security. (Joint Pub 1-02) **(2)** Within the Marine Corps, counterintelligence (CI) constitutes active and passive measures intended to deny a threat force valuable information about the friendly situation, to detect and neutralize hostile intelligence collection, and to deceive the enemy as to friendly capabilities and intentions. (MCRP 5-12C)

course of action - 1. A plan that would accomplish, or is related to, the accomplishment of a mission. 2. The scheme adopted to accomplish a task or mission. It is a product of the Joint Operation Planning and Execution System concept development phase. The supported commander will include a recommended course of action in the commander's estimate. The recommended course of action will include the concept of operations, evaluation of supportability estimates of supporting organizations, and an integrated time-phased data base of combat, combat support, and combat service support forces and sustainment. Refinement of this data base will be contingent on the time available for course of action development. When approved, the course of action becomes the basis for the development of an operation plan or operation order. Also called COA. (Joint Pub 1-02)

critical vulnerability - An aspect of a center of gravity that if exploited will do the most significant damage to an adversary's ability to resist. A vulnerability cannot be critical unless it undermines a key strength. Also called CV. (MCRP 5-12C)

current intelligence - Intelligence of all types and forms of immediate interest which is usually disseminated without the delays necessary to complete evaluation or interpretation. (Joint Pub 1-02)

D

debriefing - Interviewing of an individual who has completed an intelligence or reconnaissance assignment or who has knowledge, whether through observation, participation, or otherwise, of operational or intelligence significance. (MCRP 5-12C)

decentralized control - In military operations, a mode of battlespace management in which a command echelon may delegate some or all authority and direction for warfighting functions to subordinates. It requires careful and clear articulation of mission, intent, and main effort to unify efforts of subordinate leaders. (MCRP 5-12C)

decision point - An event, area, or point in the battlespace where and when the friendly commander will make a critical decision. Also called **D**P. (MCRP 5-12C)

decisive force - Combat power applied that results in the conclusive imposition of will on an adversary. (MCRP 5-12C)

deep operations - Military actions conducted against enemy capabilities which pose a potential threat to friendly forces. These military actions are designed to isolate, shape, and dominate the battlespace and influence future operations. (MCRP 5-12C)

deep reconnaissance - Ground reconnaissance and surveillance conducted in the commander, landing force's area of interest. It is directed toward determining the location, composition, disposition, and movement of enemy reinforcement. (MCRP 5-12C)

descriptive intelligence - Class of intelligence which describes existing and previously existing conditions with the intent to promote situational awareness. Descriptive intelligence has two components: *basic intelligence*, which is general background knowledge about established and relatively constant conditions; and *current intelligence*, which is concerned with describing the existing situation. (MCRP 5-12C)

detachment - 1. A part of a unit separated from its main organization for duty elsewhere. 2. A temporary military or naval unit formed from other units or parts of units. (Joint Pub 1-02)

direct support - A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. Also called DS. (Joint Pub 1-02)

dissemination - Conveyance of intelligence to users in a suitable form. (Joint Pub 1-02)

dissemination management - Involves establishing dissemination priorities, selection of dissemination means, and monitoring the flow of intelligence throughout the command. The objective of dissemination management is to deliver the required intelligence to the appropriate user in proper form at the right time while ensuring that individual consumers and the

dissemination system are not overloaded attempting to move unneeded or irrelevant information. Dissemination management also provides for use of security controls which do not impede the timely delivery or subsequent use of intelligence while protecting intelligence sources and methods. (MCRP 5-12C)

distant reconnaissance - Ground reconnaissance and surveillance conducted in the far portion of the commander, landing force's area of influence. It is directed toward determining the location, composition, disposition and movement of supporting arms, and the reserve elements of the enemy committed forces. (MCRP 5-12C)

drop zone - A specific area upon which airborne troops, equipment, or supplies are airdropped. (Joint Pub 1-02)

E

engineer reconnaissance - The gathering of specific, detailed, technical information required by supporting engineer forces in order to prepare for and accomplish assigned missions. (MCRP 5-12C)

essential elements of friendly information - Key questions likely to be asked by adversary officials and intelligence systems about specific friendly intentions, capabilities, and activities so they can obtain answers critical to their operational effectiveness. Also called EEFI. (Joint Pub 1-02) Specific facts about friendly intentions, capabilities, and activities needed by adversaries to plan and execute effective operations against our forces. (MCRP 5-12C)

estimative intelligence - Class of intelligence which attempts to anticipate future possibilities and probabilities based on an analysis of descriptive intelligence in the context of planned friendly and assessed enemy operations. (MCRP 5-12C)

evasion - The process whereby individuals who are isolated in hostile or unfriendly territory avoid capture with the goal of successfully returning to areas under friendly control. (Joint Pub 1-02)

evasion and escape - The procedures and operations whereby military personnel and other selected individuals are enabled to emerge from an enemy-held or hostile area to areas under friendly control. (Joint Pub 1-02)

evasion and escape intelligence - Processed information prepared to assist personnel to escape if captured by the enemy or to evade capture if lost in enemy-dominated territory. (Joint Pub 1-02)

evasion and escape net - The organization within enemy-held or hostile areas that operates to receive, move, and exfiltrate military personnel or selected individuals to friendly control. (Joint Pub 1-02)

evasion and escape route - A course of travel, preplanned or not, that an escapee or evader uses in an attempt to depart enemy territory in order to return to friendly lines. (Joint Pub 1-02)

evasion and recovery - The full spectrum of coordinated actions carried out by evaders, recovery forces, and operational recovery planners to effect the successful return of personnel isolated in hostile territory to friendly control. (Joint Pub 1-02)

evasion chart - Special map or chart designed as an evasion aid. (Joint Pub 1-02)

evasion plan of action - A course of action, developed before executing a combat mission, which is intended to improve a potential evader's chances of successful evasion and recovery by providing recovery forces with an additional source of information that can increase the predictability of the evader's actions and movement. Also called EPA. (Joint Pub 1-02)

F

force protection--Security program designed to protect Service members, civilian employees, family members, facilities, and equipment, in all locations and situations, accomplished through planned and integrated application of combatting terrorism, physical security, operations security, personal protective services, and supported by intelligence, CI, and other security programs. (Joint Pub 1-02)

force reconnaissance company - A unit whose mission is to conduct preassault and deep postassault reconnaissance operations in support of a landing force and its subordinate elements. (MCRP 5-12C)

friendly force information requirements - Information the commander needs about friendly forces in order to develop plans and make effective decisions. Depending upon the circumstances, information on unit location, composition, readiness, personnel status, and logistics status could become a friendly force information requirement. Also called FFIR. (MCRP 5-12C)

fusion - In intelligence usage, the process of examining all sources of intelligence and information to derive a complete assessment of activity. (Joint Pub 1-02)

G

gap(s) - 1. An area within a minefield or obstacle belt, free of live mines or obstacles, whose width and direction will allow a friendly force to pass through in tactical formation. (Joint Pub 1-02) **2.** Any break or breach in the continuity of tactical dispositions or formations beyond effective small arms coverage. **3.** Gaps (soft spots, weaknesses) may in fact be physical gaps in the enemy’s disposition, but they also may be any weakness in time, space, or capability; a

moment in time when the enemy is overexposed and vulnerable, a seam in an air defense umbrella, an infantry unit caught unprepared in open terrain, or a boundary between two units. (MCRP 5-12C)

general support - That support which is given to the supported force as a whole and not to any particular subdivision thereof. (Joint Pub 1-02)

geospatial information and services - The concept for collection, information extraction, storage, dissemination, and exploitation of geodetic, geomagnetic, imagery (both commercial and national source), gravimetric, aeronautical, topographic, hydrographic, littoral, cultural, and toponymic data accurately referenced to a precise location on the earth's surface. These data are used for military planning, training, and operations including navigation, mission planning, mission rehearsal, modeling, simulation and precise targeting. Geospatial information provides the basic framework for battlespace visualization. It is information produced by multiple sources to common interoperable data standards. It may be presented in the form of printed maps, charts, and publications; in digital simulation and modeling data bases; in photographic form; or in the form of digitized maps and charts or attributed centerline data. Geospatial services include tools that enable users to access and manipulate data, and also includes instruction, training, laboratory support, and guidance for the use of geospatial data. Also called GI&S. (Joint Pub 1-02)

global sourcing - A process of force provision or augmentation whereby resources may be drawn from any location/command worldwide. (MCRP 5-12C)

ground combat element - The core element of a Marine air-ground task force that is task-organized to conduct ground operations. It is usually constructed around an infantry organization but can vary in size from a small ground unit of any type, to one or more Marine divisions that can be independently maneuvered under the direction of the MAGTF commander. It includes appropriate ground combat and combat support forces and may contain other Service or foreign military forces assigned or attached to the Marine air-ground task force. The ground combat element itself is not a formal command. Also called GCE. (Approved for inclusion in next version of MCRP 5-12C)

H

harbor site - A relatively secure operational site where forward-deployed reconnaissance elements may operate communications/electronics equipment or rest during advance force or special operations. (MCRP 5-12C)

helicopter landing zone - A specified ground area for landing assault helicopters to embark or disembark troops and/or cargo. A landing zone may contain one or more landing sites. (Joint Pub 1-02)

helicopter landing zone reconnaissance - Visual reconnaissance to determine the location, characteristics, capacity, and suitability of potential helicopter landing zones. (MCRP 5-12C)

high-payoff target - A target whose loss to the enemy will significantly contribute to the success of the friendly course of action. High-payoff targets are those high-value targets, identified through wargaming, which must be acquired and successfully attacked for the success of the friendly commander's mission. Also called HPT. (Joint Pub 1-02)

high-value target - A target the enemy commander requires for the successful completion of the mission. The loss of high-value targets would be expected to seriously degrade important enemy functions throughout the friendly commander's area of interest. Also called HVT. (Joint Pub 1-02)

human intelligence – A category of intelligence derived from information collected and provided by human sources. Also called HUMINT. (Jt Pub 1-02) In Marine Corps usage, HUMINT operations cover a wide range of activities encompassing reconnaissance patrols, aircrew reports and debriefs, debriefing of refugees, interrogations of prisoners of war, and the conduct of CI force protection source operations. (MCRP 5-12C)

I

imagery - Collectively, the representations of objects reproduced electronically or by optical means on film, electronic display devices, or other media. (Joint Pub 1-02)

imagery intelligence - Intelligence derived from the exploitation of collection by visual photography, infrared sensors, lasers, electro-optics, and radar sensors such as synthetic aperture radar wherein images of objects are reproduced optically or electronically on film, electronic display devices, or other media. Also called IMINT. (Joint Pub 1-02)

imagery interpretation - (1) The process of location, recognition, identification, and description of objects, activities, and terrain represented on imagery. **(2)** (NATO) The extraction of information from photographs or other recorded images. (Joint Pub 1-02)

indications and warning - Those intelligence activities intended to detect and report time-sensitive intelligence information on foreign developments that could involve a threat to the United States or allied/coalition military, political, or economic interests or to U.S. citizens abroad. It includes forewarning of enemy actions or intentions; the imminence of hostilities; insurgency; nuclear/non-nuclear attack on the United States, its overseas forces, or allied/coalition nations; hostile reactions to United States reconnaissance activities; terrorists' attacks; and other similar events. Also called I&W. (Joint Pub 1-02)

indications (intelligence) - Information in various degrees of evaluation, all of which bears on the intention of a potential enemy to adopt or reject a course of action. (Joint Pub 1-02)

indicator - In intelligence usage, an item of information which reflects the intention or capability of a potential enemy to adopt or reject a course of action. (Joint Pub 1-02)

information - (1) Facts, data, or instructions in any medium or form. **(2)** The meaning that a human assigns to data by means of the known conventions used in their representation. (Joint Pub 1-02)

information exchange requirement - The requirement for information to be passed between and among forces, organizations, or administrative structures concerning ongoing activities. Information exchange requirements identify who exchanges what information with whom, as well as why the information is necessary and how that information will be used. The quality (i.e., frequency, timeliness, security) and quantity (i.e., volume, speed, and type of information such as data, voice, and video) are attributes of the information exchange included in the information exchange requirement. Also called IER. (MCRP 5-12C)

initial terminal guidance teams - Teams from the force reconnaissance company or the reconnaissance battalion, Marine division, that have the inherent capability to provide terminal guidance for initial helicopter waves in the landing zones. The teams are composed of personnel who are inserted into the landing zone in advance of the landing zone control team. They execute prelanding reconnaissance tasks and establish and operate signal devices for guiding the helicopter waves from the initial point to the landing zone. (MCRP 5-12C)

insertion - 1. Placement of troops and equipment into an operational area in air assault operations. **2.** Placement of observation posts, patrols or raiding parties by helicopter, parachute, watercraft, or other means. Stealth is normally desired in the execution of an insertion. (MCRP 5-12C)

integration - (1) A stage in the intelligence cycle in which a pattern is formed through the selection and combination of evaluated information. (2) In photography, a process by which the average radar picture seen on several scans of the time base may be obtained on a print, or the process by which several photographic images are combined into a single image. (Joint Pub 1-02)

intelligence - **(1)** The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas. **(2)** Information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding. (Joint Pub 1-02) Also in Marine Corps usage, intelligence is knowledge about the enemy or the surrounding environment needed to support decisionmaking. This knowledge is the result of the collection, processing, exploitation, evaluation, integration, analysis, and interpretation of available information about the battlespace and threat. (MCRP 5-12C)

intelligence cycle - The steps by which information is converted into intelligence and made available to users. (Excerpt from Joint Pub 1-02)

intelligence data - Data derived from assets primarily dedicated to intelligence collection such as imagery systems, electronic intercept equipment, human intelligence sources, etc. (MCRP 5-12C)

intelligence discipline - A well-defined area of intelligence collection, processing, exploitation, and reporting using a specific category of technical or human resources. There are five major disciplines: human intelligence, imagery intelligence, measurement and signature intelligence, signals intelligence (communications intelligence, electronic intelligence, and foreign instrumentation signals intelligence), and open-source intelligence. (Joint Pub 1-02)

intelligence estimate - The appraisal, expressed in writing or orally, of available intelligence relating to a specific situation or condition with a view to determining the courses of action open to the enemy or potential enemy and the order of probability of their adoption. (Joint Pub 1-02)

intelligence operations - The variety of intelligence tasks that are carried out by various intelligence organizations and activities. (Excerpt from Joint Pub 1-02)

intelligence preparation of the battlespace - An analytical methodology employed to reduce uncertainties concerning the enemy, environment, and terrain for all types of operations. Intelligence preparation of the battlespace builds an extensive data base for each potential area in which a unit may be required to operate. The data base is then analyzed in detail to determine the impact of the enemy, environment, and terrain on operations and presents it in graphic form. Intelligence preparation of the battlespace is a continuing process. Also called IPB. (Joint Pub 1-02) In Marine Corps usage, the systematic, continuous process of analyzing the threat and environment in a specific geographic area. (MCRP 5-12C)

intelligence report - A specific report of information, usually on a single item, made at any level of command in tactical operations and disseminated as rapidly as possible in keeping with the timeliness of the information. Also called INTREP. (Joint Pub 1-02)

intelligence reporting - The preparation and conveyance of information by any means. More commonly, the term is restricted to reports as they are prepared by the collector and as they are transmitted by the collector to the latter's headquarters and by this component of the intelligence structure to one or more intelligence-producing components. Thus, even in this limited sense, reporting embraces both collection and dissemination. The term is applied to normal and specialist intelligence reports. (Joint Pub 1-02)

intelligence requirement - Any subject, general or specific, upon which there is a need for the collection of information, or the production of intelligence. Also called IR. (Joint Pub 1-02) In Marine Corps usage, questions about the enemy and the environment, the answers to which a commander requires to make sound decisions. (MCRP 5-12C)

interpretation - A stage in the intelligence cycle in which the significance of information is judged in relation to the current body of knowledge. (Joint Pub 1-02)

isolated personnel report - A DOD Form (DD 1833) which contains information designed to facilitate the identification and authentication of an evader by a recovery force. Also called ISOPREP. (Joint Pub 1-02)

J

joint force - A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments, operating under a single joint force commander. (Joint Pub 1-02)

joint force commander - A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called JFC. (Joint Pub 1-02)

joint intelligence - Intelligence produced by elements of more than one Service of the same nation. (Joint Pub 1-02)

joint intelligence center - The intelligence center of the joint force headquarters. The joint intelligence center is responsible for providing and producing the intelligence required to support the joint force commander and staff, components, task forces and elements, and the national intelligence community. Also called JIC. (Joint Pub 1-02)

L

landing area - The part of the objective area within which are conducted the landing operations of an amphibious force. It includes the beach, the approaches to the beach, the transport areas, the fire support areas, the air occupied by close supporting aircraft, and the land included in the advance inland to the initial objective. (Joint Pub 1-02)

landing beach - That portion of a shoreline usually required for the landing of a battalion landing team. However, it may also be that portion of a shoreline constituting a tactical locality (such as the shore of a bay) over which a force larger or smaller than a battalion landing team may be landed. (Joint Pub 1-02)

liaison -That contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. (Joint Pub 1-02)

linkup - An operation wherein two friendly ground forces join together in a hostile area. (MCRP 5-12C)

M

main effort - The designated subordinate unit whose mission at a given point in time is most critical to overall mission success. It is usually weighted with the preponderance of combat power and is directed against a center of gravity through a critical vulnerability. (MCRP 5-12C)

maneuver warfare - A warfighting philosophy that seeks to shatter the enemy's cohesion through a variety of rapid, focused, and unexpected actions which create a turbulent and rapidly deteriorating situation with which the enemy cannot cope. (MCRP 5-12C)

Marine Corps Planning Process - A six-step methodology which helps organize the thought processes of the commander and staff throughout the planning and execution of military operations. It focuses on the threat and is based on the Marine Corps philosophy of maneuver warfare. It capitalizes on the principle of unity of command and supports the establishment and maintenance of tempo. The six steps consist of mission analysis, course of action development, course of action analysis, comparison/decision, orders development, and transition. Also called MCPP. NOTE: Tenets of the MCPP include top down planning, single battle concept, and integrated planning. (MCRP 5-12C)

Marine air-ground task force - The Marine Corps principal organization for all missions across the range of military operations, composed of forces task-organized under a single commander capable of responding rapidly to a contingency anywhere in the world. The types of forces in the MAGTF are functionally grouped into four core elements: a command element, an aviation combat element, a ground combat element, and a combat service support element. The four core elements are categories of forces, not formal commands. The basic structure of the Marine air-ground task force never varies, though the number, size, and type of Marine Corps units comprising each of its four elements will always be mission dependent. The flexibility of the organizational structure allows for one or more subordinate MAGTFs, other Service and/or foreign military forces, to be assigned or attached. Also called MAGTF. (Approved for inclusion in next version of MCRP 5-12C)

Marine division - A ground force of combat and combat support units organized and equipped primarily for amphibious operations. It consists of three infantry regiments, an artillery regiment, and separate combat support battalions. Subordinate units can be organized into effective forces of combined arms based upon the infantry regiment, infantry battalion, or tank battalion. One or more divisions form the ground combat element of the Marine expeditionary force. To perform its combat role, it requires air defense and aviation support from a Marine aircraft wing and service support from a force service support group. (MCRP 5-12C)

Marine expeditionary force - The largest Marine air-ground task force and the Marine Corps principal warfighting organization, particularly for larger crises or contingencies. It is task-organized around a permanent command element and normally contains one or more Marine divisions, Marine aircraft wings, and Marine force service support groups. The Marine expeditionary force is capable of missions across the range of military operations, including amphibious assault and sustained operations ashore in any environment. It can operate from a sea base, a land base, or both. It may also contain other Service or foreign military forces assigned or

attached to the MAGTF. Also called MEF. (Approved for inclusion in next version of MCRP 5-12C)

Marine expeditionary unit - A Marine air-ground task force that is constructed around an infantry battalion reinforced, a helicopter squadron reinforced, and a task-organized combat service support element. It normally fulfills Marine Corps forward sea-based deployment requirements. The Marine expeditionary unit provides an immediate reaction capability for crisis response and is capable of limited combat operations. It may contain other Service or foreign military forces assigned or attached. Also called MEU. (Approved for inclusion in next version of MCRP 5-12C)

Marine expeditionary unit (special operations capable) - The Marine Corps standard, forward-deployed, sea-based expeditionary organization. The MEU(SOC) is a MEU, augmented with selected personnel and equipment, that is trained and equipped with an enhanced capability to conduct amphibious operations and a variety of specialized missions, of limited scope and duration. These capabilities include specialized demolition, clandestine reconnaissance and surveillance, raids, in-extremis hostage recovery, and enabling operations for follow-on forces. The Marine expeditionary unit (special operations capable) is not a special operations force but, when directed by the National Command Authorities, the combatant commander in chief, and/or other operational commander, may conduct limited special operations in extremis, when other forces are inappropriate or unavailable. It may also contain other Service or foreign military forces assigned or attached to the Marine air-ground task force. Also called MEU (SOC). (Approved for inclusion in next version of MCRP 5-12C)

measurement and signature intelligence - Scientific and technical intelligence obtained by quantitative and qualitative analysis of data (metric, angle, spatial, wavelength, time dependence, modulation, plasma, and hydromagnetic) derived from specific technical sensors for the purpose of identifying any distinctive features associated with the target. The detected feature may be either reflected or emitted. Also called MASINT. (Joint Pub 1-02)

military crest - An area on the forward slope of a hill or ridge from which maximum observation covering the slope down to the base of the hill or ridge can be obtained. (MCRP 5-12C)

military operations other than war - Operations that encompass the use of military capabilities across the range of military operations short of war. These military actions can be applied to complement any combination of the other instruments of national power and occur before, during, and after war. Also called MOOTW. (Joint Pub 1-02)

modified combined obstacle overlay - A product used to depict the battlespace's effects on military operations. It is normally based on a product depicting all obstacles to mobility, modified to also depict the following, which are not prescriptive nor inclusive: cross-country mobility classifications (such as RESTRICTED); objectives; avenues of approach and mobility corridors; likely locations of countermobility obstacle systems; likely engagement areas; and key terrain. Also called MCOO. (MCRP 5-12C)

N

named area of interest - A point or area along a particular avenue of approach through which enemy activity is expected to occur. Activity or lack of activity within a named area of interest will help to confirm or deny a particular enemy course of action. Also called NAI. (MCRP 5-12C)

national intelligence - Integrated departmental intelligence that covers the broad aspects of national policy and national security, is of concern to more than one department or agency, and transcends the exclusive competence of a single department or agency. (Joint Pub 1-02)

near real time - Pertaining to the timeliness of data or information which has been delayed by the time required for electronic communication and automatic data processing. This implies that there are no significant delays. (Joint Pub 1-02)

no-fire area - A land area designated by the appropriate commander into which fires or their effects are prohibited. Also called NFA. (Joint Pub 1-02.) A designated area into which neither fires nor effects of fires will occur. Two exceptions occur: **(a)** the establishing headquarters asks for or approves fire or **(b)** an enemy force takes refuge in the area, poses a major threat, and there is insufficient time to clear the fires needed to defend the friendly force. (MCRP 5-12C)

O

open-source intelligence - Information of potential intelligence value that is available to the general public. Also called OSINT. (Joint Pub 1-02)

operational control - Transferable command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority). Operational control may be delegated and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. Operational control does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called OPCON. (Joint Pub 1-02)

order of battle - The identification, strength, command structure, and disposition of the personnel, units, and equipment of any military force. Also called OOB. (Joint Pub 1-02)

P

patrol - A detachment of ground, sea, or air forces sent out for the purpose of gathering information or carrying out a destructive, harassing, mopping-up, or security mission. (Joint Pub 1-02)

position - 1. A location or area occupied by a military unit. **2.** The location of a weapon, unit, or individual from which fire is delivered upon a target.

a. primary position - A position which provides the best means to accomplish the assigned mission.

b. alternate position - A position to be occupied when the primary position becomes untenable or unsuitable for carrying out its task. The alternate position is located so that the individual can continue to fulfill his original task.

c. supplementary position - A position which provides the best means to accomplish a task that cannot be accomplished from the primary or alternate position. (MCRP 5-12C)

preassault operation - In amphibious operations, an operation conducted in the amphibious objective area before the assault phase begins. (Joint Pub 1-02)

priority intelligence requirements - Those intelligence requirements for which a commander has an anticipated and stated priority in his task of planning and decisionmaking. Also called PIR. (Joint Pub 1-02) In Marine Corps usage, an intelligence requirement associated with a decision that will critically affect the overall success of the command's mission. (MCRP 5-12C)

procedures - The particular courses or modes of action for performing certain functions. (MCRP 5-12C)

production management - Encompasses determining the scope, content, and format of each intelligence product, developing a plan and schedule for the development of each product, assigning priorities among the various production requirements, allocating processing, exploitation, and production resources, and integrating production efforts with intelligence collection and dissemination. (MCRP 5-12C)

R

radio relay - Point-to-point radio transmission in which the signals are received and retransmitted by one or more intermediate radio stations. The retransmission may be either manual or automatic. (MCRP 5-12C)

raid - An operation, usually small scale, involving a swift penetration of hostile territory to secure information, confuse the enemy, or to destroy installations. It ends with a planned withdrawal upon completion of the assigned mission. (Joint Pub 1-02)

rally point - An easily identifiable point on the ground at which units can reassemble and reorganize if they become dispersed. Also called RP. (MCRP 5-12C)

Rangers - Rapidly deployable airborne light infantry organized and trained to conduct highly complex joint direct action operations in coordination with or in support of other special operations units of all Services. Rangers also can execute direct action operations in support of conventional nonspecial operations missions conducted by a combatant commander and can operate as conventional light infantry when properly augmented with other elements of combined arms. (Joint Pub 1-02)

reach back - The ability to exploit resources, capabilities, expertise, etc. not physically located in the theater or a joint operations area, when established. (MCRP 5-12C)

rear area - For any particular command, the area extending forward from its rear boundary to the rear of the area assigned to the next lower level of command. This area is provided primarily for the performance of support functions. (Joint Pub 1-02)

reconnaissance - A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. (Joint Pub 1-02)

reconnaissance by fire - A method of reconnaissance in which fire is placed on a suspected enemy position to cause the enemy to disclose a presence by movement or return of fire. (Joint Pub 1-02)

restrictive fire area - An area in which specific restrictions are imposed and into which fires that exceed those restrictions will not be delivered without coordination with the establishing headquarters. Also called **RF**A. (Joint Pub 1-02) In Marine Corps usage, the purpose of the restrictive fire area is to regulate fires into an area according to the stated restrictions. (MCRP 5-12C)

risk management - The process of detecting, assessing, and controlling risk arising from operational factors and making decisions that balance risk costs with mission benefits. The five

steps of risk management are identify the hazards, assess the hazards, develop controls and make risk decision, implement controls, and supervise and evaluate. (MCRP 5-12C)

route reconnaissance - A directed effort to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route. (MCRP 5-12C)

rules of engagement - Directives issued by competent military authority which delineate the circumstances and limitations under which US forces will initiate and/or continue combat engagement with other forces encountered. Also called ROE. (Joint Pub 1-02)

S

safe area - A designated area in hostile territory that offers the evader or escapee a reasonable chance of avoiding capture and of surviving until he can be evacuated. (Joint Pub 1-02)

SAFE area intelligence description - In evasion and recovery operations, an in-depth, all-source evasion study designed to assist the recovery of military personnel from a selected area for evasion under hostile conditions. Also called SAID. (Joint Pub 1-02)

sea-air-land team - A naval force specially organized, trained, and equipped to conduct special operations in maritime, littoral, and riverine environments. Also called SEAL team. (Joint Pub 1-02)

secondary imagery - Exploited non-original quality imagery and imagery products (Derived from Joint Pub 1-02)

sensitive compartmented information - All information and materials bearing special community controls indicating restricted handling within present and future community intelligence collection programs and their end products for which community systems of compartmentation have been or will be formally established. (These controls are over and above the provisions of DOD 5200.1-R, Information Security Program Regulation.) Also called SCI. (Joint Pub 1-02)

sensor - An equipment which detects, and may indicate, and/or record objects and activities by means of energy or particles emitted, reflected, or modified by objects. (Joint Pub 1-02)

sensor data - Data derived from sensors whose primary mission is surveillance or target acquisition, such as air surveillance radars, counterbattery radars, and remote ground sensors. (MCRP 5-12C)

shaping - The use of lethal and nonlethal activities to influence events in a manner which changes the general condition of war to an advantage. (MCRP 5-12C)

signals intelligence - 1. A category of intelligence comprising either individually or in combination all communications intelligence, electronics intelligence, and foreign instrumentation signals intelligence, however transmitted. 2. Intelligence derived from communications, electronics, and foreign instrumentation signals. Also called SIGINT. (Joint Pub 1-02)

situational awareness - Knowledge and understanding of the current situation which promotes timely, relevant, and accurate assessment of friendly, enemy, and other operations within the battlespace in order to facilitate decisionmaking. An informational perspective and skill that foster an ability to determine quickly the context and relevance of events that are unfolding. Also called SA. (MCRP 5-12C)

special forces - US Army forces organized, trained, and equipped specifically to conduct special operations. Special forces have five primary missions: unconventional warfare, foreign internal defense, direct action, special reconnaissance, and counterterrorism. Counterterrorism is a special mission for specially organized, trained, and equipped special forces units designated in theater contingency plans. Also called SF. (Joint Pub 1-02)

special forces group - A combat arms organization capable of planning, conducting, and supporting special operations activities in all operational environments in peace, conflict, and war. It consists of a group headquarters and headquarters company, a support company, and special forces battalions. The group can operate as a single unit, but normally the battalions plan and conduct operations from widely separated locations. The group provides general operational direction and synchronizes the activities of subordinate battalions. Although principally structured for unconventional warfare, special forces group units are capable of task-organizing to meet specific requirements. Also called SFG. (Joint Pub 1-02)

special operations - Operations conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or informational objectives by unconventional military means in hostile, denied, or politically sensitive areas. These operations are conducted across the full range of military operations, independently or in coordination with operations of conventional, non-special operations forces. Political-military considerations frequently shape special operations, requiring clandestine, covert, or low visibility techniques and oversight at the national level. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets. Also called SO. (Joint Pub 1-02)

special purpose Marine air-ground task force - A Marine air-ground task force organized, trained and equipped with narrowly focused capabilities. It is designed to accomplish a specific mission, often of limited scope and duration. It may be any size, but normally it is a relatively small force--the size of a Marine expeditionary unit or smaller. It may contain other Service or foreign military forces assigned or attached to the Marine air-ground task force. Also called SPMAGTF. (Approved for inclusion in next version of MCRP 5-12C)

special reconnaissance - Reconnaissance and surveillance actions conducted by special operations forces to obtain or verify, by visual observation or other collection methods, information concerning the capabilities, intentions, and activities of an actual or potential enemy or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. It includes target acquisition, area assessment, and post-strike reconnaissance. Also called SR. (Joint Pub 1-02)

split base - Two or more portions of the same force conducting or supporting operations from separate physical locations. (MCRP 5-12C)

staff cognizance - The broad responsibility and authority over designated staff functions assigned to a general or executive staff officer (or their subordinate staff officers) in his area of primary interest. These responsibilities and authorities can range from coordination within the staff to the assignment or delegation to the staff officer by the commander to exercise his authority for a specified warfighting function or sub-function. Staff cognizance includes the responsibility for effective use of available resources and may include the authority for planning the employment of, organizing, assigning tasks, coordinating, and controlling forces for the accomplishment of assigned missions. Marine Corps orders and doctrine provide the notional staff cognizance for general or executive staff officers, which may be modified by the commander to meet his requirements. (Draft MCWP 6-2)

supporting effort - Designated subordinate unit(s) whose mission is designed to directly contribute to the success of the main effort. (MCRP 5-12C)

surveillance - The systematic observation of aerospace, surface or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. (Joint Pub 1-02)

surveillance and reconnaissance cell - Primary element responsible for the supervision of MAGTF intelligence collection operations. Directs, coordinates, and monitors intelligence collection operations conducted by organic, attached, and direct support collection assets. Also called SARC. (Change approved for inclusion in next version of MCRP 5-12C)

T

tactical intelligence - Intelligence that is required for planning and conducting tactical operations. (Joint Pub 1-02) In Marine Corps usage, tactical intelligence is concerned primarily with the location, capabilities, and possible intentions of enemy units on the battlefield and with the tactical aspects of terrain and weather within the battlespace. (MCRP 5-12C)

tactical warning - (1) A warning after initiation of a threatening or hostile act based on an evaluation of information from all available sources. **(2)** In satellite and missile surveillance, a notification to operational command centers that a specific threat event is occurring. The component elements that describe threat events are: Country of origin -country or countries initiating hostilities. Event type and size -identification of the type of event and determination of

the size or number of weapons. Country under attack-determined by observing trajectory of an object and predicting its impact point. Event time-time the hostile event occurred. Also called integrated tactical warning. (Joint Pub 1-02)

tactical recovery of aircraft and personnel - A mission performed by an assigned and briefed aircrew for the specific purpose of the recovery of personnel, equipment, and/or aircraft when the tactical situation precludes search and rescue assets from responding and when survivors and their location have been confirmed. Also called **TRA**P. (MCRP 5-12C)

target - (1) A geographical area, complex, or installation planned for capture or destruction by military forces. **(2)** In intelligence usage, a country, area, installation, agency, or person against which intelligence operations are directed. **(3)** An area designated and numbered for future firing. **(4)** In gunfire support usage, an impact burst which hits the target. (Joint Pub 1-02)

targeted area of interest - The geographical area or point along a mobility corridor where successful interdiction will cause the enemy to either abandon a particular course of action or require him to use specialized engineer support to continue, where he can be acquired and engaged by friendly forces. Not all targeted areas of interest will form part of the friendly course of action; only targeted areas of interest associated with high-payoff targets are of interest to the staff. These are identified during staff planning and wargaming. Targeted areas of interest differ from engagement areas in degree. Engagement areas plan for the use of all available weapons. Targeted areas of interest might be engaged by a single weapon. Also called **TA**I. (Change approved for inclusion in next version of MCRP 5-12C)

target intelligence - Intelligence which portrays and locates the components of a target or target complex and indicates its vulnerability and relative importance. (Joint Pub 1-02)

technical control - The performance of specialized or professional service, or the exercise of professional guidance or direction through the establishment of policies and procedures. (Proposed USMC definition for next revision of MCRP 5-12C.)

techniques - The general and detailed methods used by troops and/or commanders to perform assigned missions and functions, specifically, the methods of using equipment and personnel. (MCRP 5-12C)

tempo - The relative speed and rhythm of military operations over time. (MCRP 5-12C)

U

unconventional warfare--A broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted by indigenous or surrogate forces who are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes guerrilla warfare and other direct offensive, low visibility, covert, or clandestine operations, as well as the indirect activities of subversion, sabotage, intelligence activities, and evasion and escape. Also called UW. (Joint Pub 1-02)

V

validation - A process normally associated with the collection of intelligence that provides official status to an identified requirement and confirms that the requirement is appropriate for a given collector and has not been previously satisfied. (Joint Pub 1-02)

visual reconnaissance - The use of visual observation to obtain information about the activities and resources of an enemy or the physical characteristics of a given area. Visual reconnaissance supplements operational information concerning friendly forces and aids offensive actions such as artillery, naval surface fire support, or air support missions. (MCRP 5-12C)

W

warfighting functions - The six mutually supporting military activities integrated in the conduct of all military operations are:

1. command and control -- The means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken.

2. maneuver -- The movement of forces for the purpose of gaining an advantage over the enemy.

3. fires -- Those means used to delay, disrupt, degrade, or destroy enemy capabilities, forces, or facilities as well as affect the enemy's will to fight.

4. intelligence -- Knowledge about the enemy or the surrounding environment needed to support decisionmaking.

5. logistics -- All activities required to move and sustain military forces.

6. force protection -- Actions or efforts used to safeguard own centers of gravity while protecting, concealing, reducing, or eliminating friendly critical vulnerabilities. Also called WF. (MCRP 5-12C)

Z

zone reconnaissance - A directed effort to obtain detailed information concerning all routes, obstacles (to include chemical or radiological contamination), terrain, and enemy forces within a zone defined by boundaries. A zone reconnaissance normally is assigned when the enemy situation is vague or when information concerning cross-country trafficability is desired. (MCRP 5-12C)

Appendix M

References and Related Publications

Joint Publications

Joint Pub 0-2 *Unified Action Armed Forces (UNAAF*)
Joint Pub 1-02 *DOD Dictionary of Military and Associated Terms*
Joint Pub 3-02 *Joint Doctrine for Amphibious Operations*
Joint Pub 3-33 *Joint Force Capabilities* (under development)
Joint Pub 3-50.2 *Doctrine for Joint Combat Search and Rescue (CSAR)*
Joint Pub 3-50.3 *Joint Doctrine for Joint Evasion and Recovery*
Joint Pub 3-55 *Doctrine for Reconnaissance, Surveillance, and Target Acquisition Support for Joint Operations*

MARINE CORPS PUBLICATIONS

MCDP 1 *Warfighting*
MCDP 1-1 *Strategy*
MCDP 1-2 *Campaigning*
MCDP 1-3 *Tactics*
MCDP 2 *Intelligence*
MCDP 3 *Expeditionary Operations*
MCDP 4 *Logistics*
MCDP 5 *Planning*
MCDP6 *Command & Control*

MCRP 2-15.3B *Reconnaissance Reports Guide*
MCRP 3-11.2A *Marine Troop Leader's Guide* (previously, FMFRP 0-6)
MCRP 5-12A *Operational Terms and Graphics*
MCRP 5-12 C *Marine Corps Supplement to the DOD Dictionary*

MCWP 0-1 *Marine Corps Operations*
MCWP 2-1 *Intelligence Operations*
MCWP 2-11 *MAGTF Intelligence Collection* (draft)
MCWP 2-12 *MAGTF Intelligence Analysis and Production* (draft)
MCRP 2-12A/ *Intelligence Preparation of the Battlespace* (draft)
FM 34-130
MCWP 2-12.1 *Geographic Intelligence* (draft)
MCWP 2-13 *MAGTF Intelligence Dissemination* (draft)
MCWP 2-14 *Counterintelligence* (draft)
MCWP 2-15.1 *Remote Sensor Operations*
MCWP 2-15.2 *Signals Intelligence*

MCWP 2-15.4*Imagery Intelligence* (draft)
MCRP 2-15.3A*Reconnaissance Patrol Leader's Handbook* (draft)
MCRP 2-15.3B*Reconnaissance Reports Guide*
MCWP 3-1*Ground Combat Operations* (draft)
MCWP 3-2*Aviation Operations* (draft)
MCWP 3-11.3*Scouting and Patrolling for Infantry Units* (draft)
MCWP 3-14*Employment of Light Armored Infantry Battalion*
MCWP 3-31.1*MAGTF Civil Affairs*
MCWP 4-1*Logistics Operations*
MCWP 5-1*Marine Corps Planning Process*
MCRP 5-12C*Marine Corps Supplement to the DOD Dictionary of Military and Associated Terms*
MCRP 5-12D*Organization of Marine Corps Forces*
MCWP 6-2*MAGTF Command and Control* (draft)
MCWP 6-22*Communication and Information Systems*
MCWP 6-23*Information Management* (draft)

ARMY PUBLICATIONS (Dual Designated)

FM 7-93*Long-Range Surveillance Unit Operations*
MCWP 3-15.6
FMFM 7-43/*Military Free Fall Parachuting*
MCWP 3-15.7
/FM 57-220*Static Line Parachuting Techniques and Training*
FM 100-55*Reconnaissance Operations* (draft)